


Council of the District of Columbia

Committee on the Judiciary and Public Safety

Committee Report

1350 Pennsylvania Avenue, NW, Washington, D.C. 20004

To: Members of the Council of the District of Columbia

From: Brooke Pinto, Chairwoman 
Committee on the Judiciary and Public Safety

Date: October 24, 2023

Subject: Proposed Resolution 25-384, the “Chief of the Metropolitan Police Department Pamela A. Smith Confirmation Resolution of 2023”

The Committee on the Judiciary and Public Safety, PR25-384, the “Chief of the Metropolitan Police Department Pamela A. Smith Confirmation Resolution of 2023” was referred, reports favorably thereon and recommends approval by the Council of the District of Columbia.

CONTENTS

STATEMENT OF PURPOSE AND EFFECT	2
CHRONOLOGY OF ACTION	9
POSITION OF THE EXECUTIVE	10
RESOLUTIONS BY ADVISORY NEIGHBORHOOD COMMISSIONS	10
WITNESS LIST AND ROUNDTABLE RECORD.....	10
ANALYSIS OF IMPACT ON EXISTING LAW	22
SUMMARY OF FISCAL IMPACT	22
SECTION-BY-SECTION ANALYSIS.....	22
COMMITTEE ACTION.....	22
LIST OF ATTACHMENTS	23

STATEMENT OF PURPOSE AND EFFECT

Proposed Resolution 25-384, the “Chief of the Metropolitan Police Department Pamela A. Smith Confirmation Resolution of 2023”, was introduced on September 18, 2023, by Chairman Mendelson at the request of the Mayor. The Committee on the Judiciary and Public Safety held a public roundtable to discuss the nomination on September 27, 2023. PR 25-384 was officially referred to the Committee on the Judiciary and Public Safety on October 3, 2023. The resolution would confirm the nomination of Pamela A. Smith as the Chief of the Metropolitan Police Department (“MPD” or “Department”), to serve a four-year term beginning on the date of her appointment. Acting Chief Smith was nominated to succeed Chief Robert J. Contee III, who retired following a 34-year career with the Department, including roughly two years as Chief. Acting Chief Smith is a Ward 8 resident.

I. Nominee’s Background and Qualifications

Acting Chief Pamela Smith began her career as a patrol officer with the United States Park Police in 1998 in the San Francisco Field Office. She climbed the ranks within the Park Police and held positions in several Field Offices across the United States. She moved to the New York Field Office in 2000, and then moved to the Federal Law Enforcement Training Center in Georgia in 2008. One year later, Acting Chief Smith was promoted to sergeant. In 2011, she moved to the Washington DC Field Office, where she was quickly promoted to lieutenant, before returning to San Francisco as a Captain in 2014. She served as a captain in San Francisco, Washington DC, and Georgia. In 2017, Acting Chief Smith was promoted to Acting Deputy Chief of the Homeland Security Division of the Park Police in Washington DC. Then, she worked as a major in the New York Field Office before returning to Washington DC.

In June 2020, Acting Chief Smith was promoted to Deputy Chief of the Field Operations Division of the Park Police. She was promoted again to Chief of the United States Park Police in February 2021 where she served as Chief until April 2022.

In May 2022, Acting Chief Smith joined the DC Metropolitan Police Department as the Chief Equity Officer. During her time in this role, she led the Department’s efforts on diversity, equity, and inclusion, and expanded the MPD Chaplain Corps. In April 2023, she became the Assistant Chief of Police for MPD’s Homeland Security Bureau, where she provided operational support to patrol units and improved information sharing across agencies. On July 17, 2023, Acting Chief Smith was nominated as Chief of Police of the Metropolitan Police Department. If confirmed, she will be the first Black woman to occupy this position.

During her 25 years in law enforcement, Acting Chief Smith has received numerous accolades, including over 30 commendations or awards for police service. Examples of her awards

include a Certificate of Appreciation from the United States Secret Service, the Meritorious Police Award for Bravery related to the September 11, 2001 terrorist attacks, and the National Council of Negro Women Award for Working Together in Unity.

Acting Chief Smith holds a Bachelor's Degree in Education from the University of Arkansas at Pine Bluff and a Graduate Certification in Criminal Justice Education from the University of Virginia. She is also a graduate of the FBI National Academy. She is a Ward 8 resident.

II. Committee Reasoning and Recommendation

The Committee recommends that the Council confirm Pamela A. Smith to the position of Chief of the Metropolitan Police Department. Below, the Committee discusses the reasons for this recommendation.

The Committee is very impressed with the nominee's two-and-a-half decades of exceptional service in law enforcement. Acting Chief Smith has served in almost every capacity in law enforcement, ranging from patrol officer to Chief of Police, from leading homeland security operations to encouraging workforce diversity. This varied experience, and expansive experience serving with the United States Park Police, a crucial partner of the Metropolitan Police Department, will provide the nominee with the tools she needs to effectively lead MPD.

The Committee also believes that the nominee's personal and professional background and life experience make her a strong candidate for the position. Besides her decorated career in law enforcement, Acting Chief Smith has experience as a social worker, corrections officer, and ordained minister. She has also shared her childhood experiences in a troubled household and foster care, acknowledging that these experiences have forged who she is today. Acting Chief Smith's ability to overcome this adversity to achieve the things she has in her career demonstrates grit and perseverance, qualities that will serve her well as Chief of MPD. The Committee also hopes that, as an added benefit of this background, Acting Chief Smith will serve as an inspiring example for the youth of the District who find themselves facing similar struggles during their childhood.

Testimony from public witnesses demonstrated overwhelming support for the nominee¹ and repeatedly illustrated both her involvement in the community and her commitment to public service. Witnesses shared positive interactions with Acting Chief Smith in a variety of settings, from informal coffee talks to community meetings, from "paint and sip" events to tragic shooting

¹ See below at page 10 for summarized public witness testimony; *see also* Matt Blitz, *Amid Deadly Spike in Violence, Bowser's Pick for Police Chief Receives Broad Support in Confirmation Hearing*, DCist (Sept. 28, 2023) <https://dcist.com/story/23/09/28/pamela-smith-confirmation-hearing-dc-council/>.

scenes. Witnesses repeatedly used adjectives like “dedicated,” “engaged,” “professional,” “empathetic,” “welcoming,” and “passionate” to describe Acting Chief Smith.

The Committee appreciated the nominee’s ability to clearly articulate her priorities and her plans to address increasing crime in the District, as well as her candor when answering questions posed by Councilmembers. As discussed in more detail below, Acting Chief Smith acknowledged the importance of a “whole of government” approach to reducing violent crime and expressed a belief that the community must be included in conversations around public safety.

The Committee does note that not all of the testimony was favorable. Some witnesses expressed concerns about the nominee’s lack of experience in a large urban police department. And as discussed below, some witnesses raised questions about Acting Chief Smith’s willingness to challenge the police union and hold officers accountable when necessary. The Committee acknowledges these concerns but is persuaded by the overwhelming amount of favorable public testimony and by its own evaluation of Acting Chief Smith’s career, her candor, and her work to date that she is both qualified and capable.

The Committee’s support for Acting Chief Smith is also based on a belief that she understands the importance of four areas of particular interest to both the Committee and the public. These four areas are discussed below in turn.

A. Reducing Crime Through Strategic Policing and a Whole of Government Approach

First: It is no secret that the District has recently experienced significant increases in crime, particularly violent crime. As of October 20, there had been 224 homicides and 2,785 robberies in the District in 2023, up 35% and 69% respectively.² This is the third year in a row that the District surpassed 200 homicides, and the District is on pace for the most homicides in a year since 2003. Preventing and reducing crime, especially violent crime, must be the top priority for this Committee, the Council, and all of the public safety agencies in the District.

The circumstances make it an incredibly challenging time for anyone to take on the job to which Acting Chief Smith has been nominated, but the Committee is hopeful that Acting Chief Smith has and will continue to find ways to stem the tide, both through employing strategic policing strategies and by committing to working with partners on a “whole of government approach” to reducing violent crime.

² Metropolitan Police Department, *District Crime Data at a Glance*, <https://mpdc.dc.gov/page/district-crime-data-glance> (last visited Oct. 21, 2023).

With regard to strategic policing, the Committee is impressed by the nominee’s efforts since taking over the Department. In her first months in the role, Smith took steps to address the most concerning crime trends through targeted policing efforts. For instance, she implemented a Robbery Suppression Initiative, which involved identifying times and locations where most robberies—and carjackings—occur and deploying additional resources as appropriate.³ MPD has also stepped up traffic enforcement and the nominee’s “strategic plan” calls for conducting at least two traffic safety checkpoints every month across the District. To coordinate, MPD is using a Joint Operations Command Center to “facilitate[] communication across police districts.”⁴

While the data are limited and crime trends are complex, the results of these efforts and others to date are encouraging. MPD has made a number of arrests in youth carjacking cases in recent months.⁵ The Department has also issued a number of tickets and notices of infraction to drivers at traffic safety checkpoints. Meanwhile, in early October, MPD and federal law enforcement partners arrested 48 fugitives in “Operation Trident,” which targeted violent offenders, many of whom were on supervised release or probation.⁶ In her remarks on the operation, Acting Chief Smith recognized the now-common refrain that violent crime “is predominantly driven by a small number of individuals.”⁷

Of course, as residents from across the spectrum recognize, policing alone cannot solve the District’s challenges. The District has made substantial investments in recent years to pursue a public health approach to reducing violent crime—one that recognizes and seeks to address the root causes of crime.⁸ The Committee is encouraged by Acting Chief Smith’s stated support for the kind of “whole of government approach” that this requires. Notably, Acting Chief Smith testified that she had already met with the directors of multiple District agencies, including the Department of Behavioral Health, the District Department of Transportation, and the District of Columbia Public Schools, to explore ways the agencies can work together to improve public safety. The Acting Chief is also continuing efforts used by MPD under former Chief Contee, like a Multiagency Nightlife Task Force that brings together partners from ten agencies to address

³ See Metropolitan Police Department, *Strategic Plan Update 2023: A Vision for Safer Communities Across the District of Columbia*, at 7, available at https://mpdc.dc.gov/sites/default/files/dc/sites/mpdc/service_content/attachments/Strategic%20Plan%20Update%202023_SINGLE.pdf (last visited Oct 21, 2023) [“Strategic Plan”].

⁴ *Id.*

⁵ E.g. Metropolitan Police Department, *MPD Arrests Teenage Carjackers for String of Offenses Across the District* (Aug. 30, 2023), <https://mpdc.dc.gov/release/mpd-arrests-teenage-carjackers-string-offenses-across-district>.

⁶ Metropolitan Police Department, *Operation Trident Targets Violent Offenders* (Oct. 5, 2023), <https://mpdc.dc.gov/release/operation-trident-targets-violent-offenders>.

⁷ *Id.*

⁸ See generally, e.g., Bill 21-360, the “Neighborhood Engagement Achieves Results Act of 2015,” <https://lims.dccouncil.gov/Legislation/B21-0360>.

public safety in nightlife corridors.⁹ This effort was associated with significant decreases in violent crime over its first six months,¹⁰ so the Committee is pleased to see this work continue.

The Committee does hope that, if confirmed, Acting Chief Smith will build on these efforts and explore additional ways to make MPD a facilitator of a “whole of government approach.” For instance, some residents have expressed concerns that MPD has not cooperated sufficiently with the Office of Neighborhood Safety and Engagement’s violence interruption grantees. Given Acting Chief Smith’s testimony and her commitment from her initial press conference to “tak[ing] the lead” in the space of leveraging a whole-of-government approach,¹¹ the Committee is optimistic that she will dispel those concerns.

B. Increasing Community Trust through Community Policing

In the aftermath of recent tragedies like the murder of George Floyd, along with local incidents like the unpermitted vehicular chase of Karon Hylton-Brown causing his death, police departments around the country, including MPD, are continuing to rebuild trust in communities. As noted by several public witnesses, this lack of trust can be amplified by a lack of police engagement with communities. The Committee heard repeated calls for more use of practices like foot patrols. Residents across the District, particularly in communities in Wards 7 and 8, have made it clear that they want to see more outreach and engagement from police.¹²

On this note, the Committee is encouraged by Acting Chief Smith’s words and actions to date, and by public testimony about her engagement. In her testimony, Smith noted that she has directed each of MPD’s patrol districts to conduct weekly community walks in order to increase engagement with community members.¹³ Further, Acting Chief Smith has reorganized MPD’s resources, establishing the School Safety and Community Engagement Division to increase community outreach and build positive relationships with the community.

As the Committee has observed, Smith herself has also been very engaged in the community since her elevation to Acting Chief.¹⁴ Public witnesses at the roundtable on the nomination consistently praised her community involvement. Most importantly, the Committee heard broad support from Black residents and residents of communities that face the highest levels

⁹ See Strategic Plan at 8.

¹⁰ See Chelsea Cirruzzo, *D.C.’s Nightlife Police Task Force is Getting Results*, Axios D.C. (Jan. 5, 2023), <https://www.axios.com/local/washington-dc/2023/01/05/dc-police-nightlife-task-force-results>.

¹¹ Video of the July 17, 2023 press conference is available at https://www.youtube.com/watch?v=u_kWjMhevjE.

¹² See, e.g., James Wright Jr., *In Speaking to Ministers, Smith Preaches to the ‘Choir’ on Crime*, The Washington Informer (Aug. 2, 2023), <https://www.washingtoninformer.com/in-speaking-to-ministers-smith-preaches-to-the-choir-on-crime/>.

¹³ See Written Testimony of Pamela A. Smith at 5 (included as Attachment C).

¹⁴ See, e.g., Courtland Milloy, *D.C. Police Chief Says It Will Take the Whole Community to Fight Crime*, The Washington Post (Aug. 8, 2023), <https://www.washingtonpost.com/dc-md-va/2023/08/08/pamela-smith-dc-chief-fight-crime/>.

of both violent crime and policing. For instance, Akosua Ali, president of the District’s chapter of the NAACP, expressed support for Smith, noting that she “has made historic strides towards achieving a more balanced police department and supporting safer communities.”¹⁵ The Committee is hopeful that under Smith’s direction and leadership, rank-and-file officers will feel encouraged to get out of their squad cars, engage with the community in positive ways, and continue to build the kind of constructive partnerships that are essential to reducing crime.

C. Improving Recruitment and Retention of Officers

MPD is currently struggling with historically low staffing numbers.¹⁶ As of September of this year, the Department had 3,327 sworn officers,¹⁷ down from 3,836 in 2019.¹⁸ This staffing challenge is hardly unique to the District, but it is a significant problem: officers have been overworked, making them tired and more prone to mistakes; and resources are spread thin, making response times longer and negatively impacting public safety. There are no doubt a number of factors contributing to the hiring and retention problem, including a “retirement bubble,” a tight labor market, and a sense that the profession is less appealing than it once was. Many of these factors are out of the Department’s control; this makes it all the more important that the Department focus on what it *can* control.

In this regard, based on Acting Chief Smith’s testimony, the Committee is as optimistic as possible, under the circumstances, about MPD’s recruiting efforts under her leadership. Smith pointed to ongoing efforts to increase recruiting, including hiring bonuses and to expand in-person engagement with prospective recruits. In preliminary written responses, Smith noted that MPD is “well recognized as a leader in recruiting practices.”¹⁹ The Committee is also encouraged by the nominee’s commitment to employee well-being. As she noted in her testimony, Acting Chief Smith is working to expand peer support programming and destigmatize seeking mental health support. These efforts are no doubt important as the Department struggles with significant attrition.²⁰ In addition, Smith suggested an interest in exploring opportunities for improvement in MPD’s organizational culture drawn from the “cultural assessment” of MPD that former Chief

¹⁵ Testimony of Akosua Ali, President, NAACP, Washington, DC Branch.

¹⁶ See Peter Hermann, *D.C. Police Staffing Reaches Half-Century Low as Homicides Rise*, The Washington Post (April 18, 2023), <https://www.washingtonpost.com/dc-md-va/2023/04/15/dc-police-staffing-crime/>.

¹⁷ Metropolitan Police Department, Responses to the Committee on the Judiciary and Public Safety Performance Oversight Questions 2023, https://dccouncil.gov/wp-content/uploads/2023/03/SUBMITTED_MPD-Perf-Hearing-Responses_03-14-23-signed.pdf (last visited Oct 19, 2023).

¹⁸ Metropolitan Police Department, Responses to the Committee on the Judiciary and Public Safety Performance Oversight Questions 2019, <https://dccouncil.gov/wp-content/uploads/2019/04/JPS-Performance-Oversight-Responses-2019-MPD.pdf> (last visited Oct 19, 2023).

¹⁹ Ltr. from P. Smith to Chairwoman Pinto (responses to preliminary questions from the Committee), Sept. 22, 2023 (included as Attachment B).

²⁰ Acting Chief Smith did note that attrition was down 16 percent in fiscal year 2023 compared to fiscal year 2022.

Contee commissioned from the Police Executive Research Forum (PERF).²¹ The Committee hopes to see MPD act expeditiously under Acting Chief Smith's leadership to implement the recommendations from PERF's report.

The Committee is particularly excited about the nominee's potential to expand recruitment of Black women to the force. At a minimum, the Committee hopes that as the first Black woman to head the Department, the nominee will inspire Black women and girls to see law enforcement as a viable—and appealing—career option. Beyond this, the Committee is encouraged by testimony from the NAACP that Smith “has worked to create opportunities for the recruitment and promotion of Black women within MPD.”²² Given the wealth of research demonstrating numerous advantages from increasing the number of women in policing,²³ as well as the value of representation in policing and positions of power generally, the District should be well served by Chief Smith's leadership in this area.

D. Accountability and Transparency

Finally, advocates have long voiced concerns regarding a lack of accountability and transparency within MPD. For example, the ACLU of DC has raised concerns about the Department's violent crime suppression unit's use of aggressive tactics like the “jump-out,” particularly in majority Black communities.²⁴ The Office of Police Complaints has expressed frustration about MPD's unwillingness to work with the agency to ensure accountability for officers. And the Committee has received testimony from witnesses suggesting that MPD's internal accountability measures are often insufficient. In addition, residents and commentators have raised concerns about Acting Chief Smith's willingness to challenge union demands. These concerns have largely focused on the fact that while serving as the Chief of the United States Park Police in the aftermath of the fatal shooting of Bijan Ghaisar by Park Police officers,²⁵ Smith told officers that she supported a union challenge to an effort to fire the officers.²⁶

In responses to preliminary written questions from the Committee, Acting Chief Smith expressed a commitment to holding officers accountable. She also touted the extensive data that the Department makes publicly available. The Committee does hope to see the nominee's words become actions on these issues. Notably, the Office of the D.C. Auditor recently published a report

²¹ Police Executive Research Forum, *A Cultural Assessment of The MPD Workplace*, https://mpdc.dc.gov/sites/default/files/dc/sites/mpdc/publication/attachments/PERF%20MPD%20Cultural%20Assessment_032923.pdf (last visited Oct 19, 2023).

²² Written Testimony of Akosua Ali at 3.

²³ For more details, see the 30x30 Initiative, <https://30x30initiative.org/about-30x30/>.

²⁴ See Written Testimony of Monica Hopkins, Executive Director, American Civil Liberties Union of the District of Columbia, at 3.

²⁵ To be clear, Acting Chief Smith was not the chief of the Park Police at the time of the shooting.

²⁶ See Ed. Board, *The New D.C. Police Chief Has Her Work Cut Out or Her*, The Washington Post (July 21, 2023), <https://www.washingtonpost.com/opinions/2023/07/21/new-dc-police-chief-smith/>.

offering recommendations for MPD on ways to improve compliance with the NEAR Act, expand on data transparency, and enhance accountability for officers.²⁷ Ensuring both that officers are held accountable for violations of police department policy or human rights of our residents and that the community perceives the Department as accountable is crucial to building a sustainable model of policing to reduce crime over the long term; the Committee is hopeful that Acting Chief Smith understands this and will act accordingly.

III. Conclusion

Acting Chief Smith faces significant challenges ahead to successfully address the issues of elevated levels of violent crime, staffing shortages and low morale, and building trust with communities. However, the Committee believes that Acting Chief Smith has the leadership qualities necessary to guide MPD through these challenges. The Committee therefore recommends that the Council confirm Pamela A. Smith to the position of Chief of the Metropolitan Police Department.

CHRONOLOGY OF ACTION

September 18, 2023	PR25-384 is introduced by Chairman Mendelson at the request of the Mayor.
September 29, 2023	Notice of Intent to Act on PR25-384 is published in the <i>District of Columbia Register</i> .
September 27, 2023	Public Roundtable on the Matter of the Nomination of Pamela A. Smith to the Position of Chief of the Metropolitan Police Department is held by the Committee on the Judiciary and Public Safety. ²⁸
October 3, 2023	PR 25-384 is officially referred to the Committee on the Judiciary and Public Safety.
October 24, 2023	Consideration and vote on PR25-384 by the Committee on the Judiciary and Public Safety.

²⁷ Office of the District of Columbia Auditor, *NEAR Act Police Reforms Advance Procedural Justice but Data Initiatives Stall* (Sept. 14, 2023), <https://dcauditor.wpenginepowered.com/wp-content/uploads/2023/09/NEAR.Act.2.Report.9.14.23.Web.pdf>.

²⁸ In part due to the timing of the nomination during the Council's recess, the proposed resolution was not filed in time for the measure to be officially referred to the Committee before the roundtable.

POSITION OF THE EXECUTIVE

Acting Chief Pamela A. Smith is the Mayor's nominee to the position of Chief of the Metropolitan Police Department. The Mayor's comments in the attached September 18, 2023, letter requesting confirmation of the nominee are hereby incorporated by reference.

RESOLUTIONS BY ADVISORY NEIGHBORHOOD COMMISSIONS

No Advisory Neighborhood Commission adopted a resolution concerning Proposed Resolution 25-384.

WITNESS LIST AND ROUNDTABLE RECORD

On Wednesday, September 27, 2023, the Committee on the Judiciary and Public Safety held a public roundtable regarding Acting Chief Smith's nomination.²⁹ The following witnesses testified at the roundtable or submitted written testimony to the Committee:

Public Witnesses

J.P. Szymkowicz, ANC 3D07

Commissioner Szymkowicz testified in support of the nominee. He expressed that the nominee has extensive experience dealing with federal bureaucracy and federal partners, in addition to her experience in various positions in law enforcement.

Paula Edwards, ANC 4A01

Commissioner Edwards testified regarding the importance of not restraining MPD through legislation, and she did not take a position on the nomination. She expressed that MPD's job is one of the most difficult policing jobs in the world, given the local and federal overlap as well as additional, unique challenges.

Kathy Henderson, ANC 5D06, 5D Court Watch

Commissioner Henderson testified in support of the nominee. She urged the community to get back on track, starting with the confirmation of the nominee. Commissioner Henderson expressed that the nominee is experienced and has the emotional intelligence necessary for the

²⁹ A video recording of the roundtable is available on the Office of Cable Television's website at <https://entertainment.dc.gov/page/octfme-demand>.

position. Lastly, she requested that the City use a government-wide approach to address crime, including the activation of the National Guard.

Joyce Robinson-Paul, ANC 5E01

Commissioner Robinson-Paul testified in support of the nominee. She described the nominee's commitment to public service and desire to engage the community. Commissioner Robinson-Paul noted the tragic shooting at Dunbar High School and expressed that some government actions are said to be related to public safety, but some of these actions, like removing public parking spaces, are not. She explained that the community and government agencies need to define public safety, believing that the nominee will listen to the community's definition.

Robbie Woodland, ANC 8C06

Commissioner Woodland testified in support of the nominee. She expressed that the nominee is committed to public safety. Commissioner Woodland described the nominee's professionalism, concern, and care while responding to a shooting scene.

Brian M. Mulholland, Public Witness, Ward 6

Mr. Mulholland testified in opposition to the nominee. He expressed his strong dissatisfaction with the City's response to homicide increases over the past three years and the staffing shortages facing the Metropolitan Police Department. Mr. Mulholland stated that he does not support the nominee because he believes the Mayor "chooses a Park Ranger, when we need a Marine general at war." He noted that the nominee does not have a plan to address these issues properly.

Cherita Whiting, Founder and Chair, Ward 4 Education Council

Ms. Whiting testified in support of the nominee. She previously served as Chair of the DC NAACP Education Committee. Ms. Whiting expressed that the nominee was responsive to communications and attended several porch meetings that Ms. Whiting set up to discuss public safety and the Metropolitan Police Department. She further expressed that violence and crime issues "start at home," but that defunding the police did not work for the District – it resulted in officers leaving MPD. Lastly, Ms. Whiting testified that the nominee has required officers to exit their patrol vehicles and engage with the community, instead of simply sit around.

Mahdi Leroy Thorpe, Citizens Organization Patrol Efforts the Red Hats Patrol

Mr. Thorpe testified in opposition to the nominee. He believes that the nominee does not have enough experience and that she lacked support during her time as Chief of the United States

Park Police. Mr. Thorpe expressed that the nominee has not engaged with crime-fighting activists, specifically the Red Hats Patrol. He believes that officers need to exit their vehicles and that the community needs to be involved in public safety efforts.

Robert Vinson Brannum, Ward 5 Leadership Council Public Safety Committee

Mr. Brannum testified in support of the nominee. He previously served as an Advisory Neighborhood Commissioner. Mr. Brannum explained that navigating the various legislative and political complexities of public safety requires a clear vision and someone who believes in that vision. He stated the nominee is that believer, regardless of criticisms she has faced.

Ron Williams Jr., Public Witness

Mr. Williams testified in support of the nominee. He believed that the nominee's actions to connect with various community leaders and other groups east of the Anacostia River were important, positive reasons to support the nomination. Mr. Williams expressed that the nominee's engagement with the community was the proper way to conduct community policing efforts.

Rahman Branch, Public Witness

Mr. Branch testified in support of the nominee. He previously served as Executive Director of the Mayor's Office on African American Affairs. Mr. Branch expressed that the nominee's new approach to serving the community is a "step in the right direction" and important to rebuilding relationships with the community. He emphasized the need for a community-centered approach and collaboration.

Lisa Leval, Vice Chair, Second District Citizens Advisory Council

Ms. Leval testified in support of the nominee. She currently serves on the Metropolitan Police Department's Chief of Police Advisory Council. Ms. Leval expressed that the nominee is an "inspiration to many" and the nominee's status as an ordained minister is a unique, important quality. She believes that the nominee's former position as MPD's Chief Equity Officer will help the nominee hire qualified candidates on their merits.

Irwin Royster, Co-Convener, Ward 7 Faith Leaders, and Director of Community Engagement and Partnerships, East River Family Strengthening Collaborative

Mr. Royster testified in support of the nominee. He discussed the increase in violence in Ward 7 and the nominee's accessibility and accountability. Mr. Royster described the nominee's engaged approach, dedication to community policing, professionalism, and compassion. He noted

that the nominee listens to and accepts the ideas expressed during conversations between her and the Wards 7 and 8 faith leaders.

Kendrick Curry, Pastor, The Pennsylvania Avenue Baptist Church

Mr. Curry testified in support of the nominee. He described the increase in crime and violence in the District, as well as the complex nature of these issues. Mr. Curry believed that the nominee has formed community partnerships and engaged residents. He stated that the nominee is gaining the community's trust, while utilizing a tough on crime approach and answering questions honestly.

Kenneth Rioland Jr., Paramount Baptist Church

Mr. Rioland testified in support of the nominee. He expressed that the nominee is competent, given her 25 years of police experience, and an effective communicator, given her ability to shift rooms as she speaks. Mr. Rioland also testified to the nominee's passion and connection to the community, commenting on her ability to console families who lost their children. Lastly, he noted the nominee's courage and conviction when addressing problems.

Brent Sullivan, Public Witness

Mr. Sullivan testified regarding a prior trial that involved a false affidavit, and he did not take a position on the nomination. He continued to discuss issues surrounding the case and the practices of the Metropolitan Police Department.

Neena Murphy Martin, Fourth District Citizens Advisory Council (4DCAC)

Ms. Martin testified in support of the nominee. She noted that the Fourth District Citizens Advisory Council voted unanimously to support the nominee. Ms. Martin described her first time meeting the nominee, noting the nominee's commitment to equity, boldness, and welcoming demeanor. Lastly, Ms. Martin believed that the weekly walks with MPD in the community showed the nominee's commitment and willingness to engage the community.

Kevin Wrege, Public Witness

Mr. Wrege testified in support of the nominee. He summarized the nominee's 25 years of law enforcement experience. Mr. Wrege expressed his concerns regarding the impact of crime on residents and officers, but believed that the nominee would adequately address these concerns.

Christine Warnke, Public Witness

Ms. Warnke testified in support of the nominee. She previously served as the Chair for the DC Commission for Women for over a decade. Ms. Warnke believes that the nominee will serve as a “crusader” for the community, especially vulnerable populations. She expressed that programs like the “Officer Friendly” program should be revived.

Karen Gaal, Chair, Third District MPD Citizen’s Advisory Council

Ms. Gaal testified in support of the nominee. She expressed that a comprehensive approach is necessary to combat crime and that police should be involved in the community, especially with youth outreach. Ms. Gaal stated that the Third District Citizen’s Advisory Council supports the nominee, given her outstanding record, dedication to law enforcement, utilization of a comprehensive approach, and engagement with the community. Lastly, she emphasized that the nominee established regular meetings with the community and created collaborative spaces for the community and police to come together to address crime.

Laura Wilson, Director, Zeta Phi Beta Sorority, Incorporated-District of Columbia

Ms. Wilson testified in support of the nominee. She expressed that the nominee has displayed leadership and dedication during her career in law enforcement, especially the nominee’s effective use of community policing. Ms. Wilson noted that the nominee’s commitment to diversity and cultural competency of officers who work for MPD will enhance the effectiveness of the police department and increase community trust of the officers.

Jay Brown, Community Shoulders

Mr. Brown testified regarding the need to reduce divisiveness that arises through titles, and he did not take a position on the nomination. He expressed that appointing a Chief will not solve crime, instead, public safety starts with each citizen. Mr. Brown encouraged every resident to ask themselves every day how they helped public safety and embrace a commitment to peace.

Brenda Lee Richardson, Facilitator, PSA 702 Outreach Committee

Ms. Richardson testified in support of the nominee. She described the “Paint n’ Sip” event for 80 children in the Ward 8 community and the nominee’s decision to play football with the young residents. Ms. Richardson found the nominee’s engagement impressive and emphasized that the police department must be re-funded while it builds partnerships with other agencies and community members.

Cora Masters Barry, Public Witness

Ms. Masters Barry testified in support of the nominee. She expressed her concerns about generalizing or stereotyping based on wards, and believed that public safety starts in the home, with children's parents. Ms. Masters Barry believed that the nominee is the right person to make the city safe, given her understanding of the issues facing residents while relentlessly addressing crime. Lastly, she noted that, since the nominee's appointment, police have exited their vehicles and engaged the community.

Monica Hopkins, Executive Director, ACLU of the District of Columbia

Ms. Hopkins testified regarding comprehensive public safety approaches and officer accountability, and she did not take a position on the nomination. She expressed concerns that MPD is equated with public safety, but other agencies are needed to address public safety issues. Ms. Hopkins also noted that police accountability is essential to community trust in police.

Sandra Seegars, Concerned Residents Against Violence (CRAV)

Ms. Seegars testified in support of the nominee. She emphasized that the Council must allow the police to do their job and make arrests, and other agencies need to address the root causes of crime, not the police. Ms. Seegars submitted that the nominee is the necessary, capable leader to address crime in the District.

Akosua Ali, President, NAACP – DC Branch

Ms. Ali testified in support of the nominee. She summarized the areas and legislative proposals that the NAACP DC Branch supports, including violence interrupters and independent police accountability. Ms. Ali expressed that the nominee has made "historic strides" in creating a more balanced approach to public safety and a diverse police department. She described the nominee's prior accomplishments within MPD, including additional support for officers through faith-based programs and youth support to holistically prevent violence.

Deborah (Debbie) Steiner, Public Witness

Ms. Steiner testified in opposition to the nominee. She noted that she previously served as an Advisory Neighborhood Commissioner. She expressed that the Council must do a thorough review of candidates for the position, noting that the nominee had "leadership issues" during her time as Chief of the United States Park Police. Ms. Steiner expressed a belief that the nominee moved too quickly through positions within MPD and does not have the necessary knowledge to serve as Chief.

Patrick Burke, Washington DC Police Foundation

Mr. Burke testified in support of the nominee. He expressed that officers with the United States Park Police are dedicated, committed, and “some of the finest officers.” Mr. Burke described the nominee’s dedication to making the city safer and her unique ability to address these issues, given her prior law enforcement positions. He further explained that the nominee has supported officers and bolstered MPD recruitment and retention.

Monica Ray, President, Congress Heights Community Association and Partnership

Ms. Ray testified in support of the nominee. She emphasized the need for a Chief who values transparency, accountability, community engagement, cultural competency, proactive advocacy, compassion, empathy, inclusivity, conflict resolution, etc. Ms. Ray expressed that the nominee exhibits all of those qualities and is the ideal candidate for the job.

Robert Pittman, Chairman, First District Police Citizens’ Advisory Council

Mr. Pittman testified in support of the nominee. He discussed the nominee’s engagement at National Night Out. He believed the nominee can “think on her feet,” but stressed that it will take not just MPD and a new police chief, but also other agencies and the entire community, to reduce crime. Mr. Pittman emphasized the need to support rank-and-file officers, including allowing officers to review their body-worn camera footage to write their reports, clarifying the law enacted by the Council imposing limitations on officers’ use of chokeholds and neck restraints, and hiring many more officers.

Patrick O’Keefe, Public Witness

Mr. O’Keefe testified in support of the nominee. He described the nominee’s attendance at a community safety conversation in Mr. O’Keefe’s backyard. Mr. O’Keefe highlighted the crime issues near his home and the lack of progress in addressing them.

Leroy Swain, Public Witness

Mr. Swain testified in support of the nominee. He expressed that recent policy changes have caused the crime increase, including the removal of resource officers from schools. Mr. Swain believed that the nominee has a strong character, noting her integrity, fairness, and honesty. He further stated that the nominee has been accessible and open-minded when working with communities to address public safety and officer use of force issues.

Derek Davis, Retirees for Accountability and Combat Veterans Alumni Group-DC

Mr. Davis testified in support of the nominee. He expressed that his meeting with the nominee was productive and the Retirees for Accountability voted to support the nominee.

Greggory Pemberton, Chairman, DC Police Union

Mr. Pemberton testified in support of the nominee. He expressed that the nominee is the ideal replacement for the position, given her robust law enforcement service. Mr. Pemberton noted the issues surrounding low officer staffing and retention, as well as prior legislation that hindered the ability of officers to do their jobs.

Fritz Mulhauser, Officer/Director, DC Open Government Coalition

Mr. Mulhauser testified regarding open government, and he did not take a position on the nomination. He expressed that MPD has attempted to avoid accountability in the past and maintained a culture of secrecy.

Stephanie Campbell, COO, Congress Heights Community Training & Development Corporation

Ms. Campbell testified in support of the nominee. She expressed that the nominee exhibits a deep commitment to upholding the law, maintaining public safety, and serving the community with integrity. Ms. Campbell summarized the nominee's actions since taking office and highlighted the nominee's focus on community engagement.

Robert Stanton, Public Witness

Mr. Stanton submitted written testimony in support of the nominee. He expressed that the nominee has performed extremely well in her prior assignments.

Robert Winthrop, Public Witness

Mr. Winthrop submitted written testimony in opposition to the nominee. He expressed that the nominee's experience with the United States Park Police does not translate to working in a metropolitan police department.

Rev. Wanda Thompson, Public Witness

Reverend Thompson submitted written testimony in support of the nominee. She expressed that the nominee is committed and invested in addressing public safety issues in the District.

Rebecca Winthrop, Public Witness

Ms. Winthrop submitted written testimony in opposition to the nominee. She expressed that different agencies need to work together to address crime and the police need to be more engaged in the communities they patrol. Ms. Winthrop believed that the nominee does not have the necessary experience leading a police department in a “large, high crime city.”

Paul B. Thorpe, Public Witness

Mr. Thorpe submitted written testimony in support of the nominee. He expressed that the nominee is an engaged, visible leader, who can effectively address crime in the District.

Michael Skinner, Public Witness

Mr. Skinner submitted written testimony regarding increasing crime in the District. He emphasized the importance of officers being involved in the communities they patrol and collaboration across government agencies.

Linda Green, President, Fort Davis Civic Association Inc., and Ward 7 Leadership Council

Ms. Green submitted written testimony in support of the nominee. She expressed that the nominee has the necessary skills and experience to lead the Metropolitan Police Department.

Laelia Gilborn, Public Witness

Ms. Gilborn submitted written testimony regarding the increasing crime in Ward 6. She emphasized the need to protect children and teens by providing them with education and other programming to avoid criminal behavior.

Kundan Karkhanis, Public Witness

Ms. Karkhanis submitted written testimony regarding increasing crime in the District. She emphasized the importance of officers being involved in the communities they patrol and collaboration across government agencies.

Kirk McLean, Chief AVP of Public Safety and Emergency Management, Catholic University of America

Mr. McLean submitted written testimony in support of the nominee. He expressed that the nominee has collaborated with him to increase campus safety at Catholic University.

Joanne Stratton Tate, Public Witness

Ms. Tate submitted written testimony regarding increasing crime in the District. She emphasized the importance of officers being involved in the communities they patrol and collaboration across government agencies.

Jean-Marc Bernard, Public Witness

Mr. Bernard submitted written testimony regarding increasing crime in the District. He emphasized the importance of officers being involved in the communities they patrol and collaboration across government agencies.

James Irby, Public Witness

Mr. Irby submitted written testimony regarding increasing crime in the District. He emphasized the importance of officers being involved in the communities they patrol and collaboration across government agencies.

James Costello, Public Witness

Mr. Costello submitted written testimony regarding the increasing crime in the District. He expressed that police officers need to patrol by foot and bicycle, and that investments into cameras and street lighting are necessary to address public safety issues.

J. Thomas Manger, Police Chief, United States Park Police

Mr. Manger submitted written testimony in support of the nominee. He expressed that the nominee is a dedicated public servant, and her experience with both the United States Park Police and MPD make her uniquely qualified for the position.

Erin Taylor, Public Witness

Ms. Taylor submitted written testimony regarding increasing crime in the District. She emphasized the importance of officers being involved in the communities they patrol and holding offenders accountable.

Elizabeth Costanzo, Public Witness

Ms. Costanzo submitted written testimony regarding increasing crime in the District. She emphasized the importance of officers being involved in the communities they patrol and collaboration across government agencies.

Diane Groomes, Public Witness

Ms. Groomes submitted written testimony in support of the nominee. She expressed that the nominee has had an impressive career and the nominee regularly attends community events. Ms. Groomes believed that the nominee is committed to addressing crime in the District.

Christina Grant, State Superintendent of Education, Office of the State Superintendent of Education

Ms. Grant submitted written testimony in support of the nominee. She emphasized the importance of student safety. Ms. Grant described the nominee's engagement with issues surrounding youth in the District and highlighted the nominee's diverse and expansive experience.

Charlotte Schwartz, Public Witness

Ms. Schwartz submitted written testimony in opposition to the nominee. She believed that the juvenile curfews implemented by MPD are discriminatory. Ms. Schwartz expressed concerns that the nominee implemented the curfew for political gain, not for crime prevention purposes.

Catherine Schoenwetter, Public Witness

Ms. Schoenwetter submitted written testimony regarding increasing crime in the District. She emphasized the importance of officers being involved in the communities they patrol and collaboration across government agencies.

Brian Harris, President, National Organization of Black Law Enforcement Executives

Mr. Harris submitted written testimony in support of the nominee. He expressed that the nominee has dedicated her life to public service and possesses the empathy necessary for the position. Mr. Harris noted that the nominee's relationships with local, federal, non-governmental, and community partners provide her with additional resources to combat crime in the District.

Beverly Anderson, Public Witness

Ms. Anderson submitted written testimony in support of the nominee. She expressed that the nominee has been involved with the community and shows a commitment to the community.

Andrew Wiles, Public Witness

Mr. Wiles submitted written testimony in opposition to the nominee. He expressed his concerns regarding increases in crime and the nominee's lack of experience in combating violent crime.

Nominee – Acting Chief Pamela A. Smith

Acting Chief Smith began her testimony³⁰ by describing her childhood in Pine Bluff, Arkansas. She noted that she had a difficult upbringing, with a father who was addicted to drugs and a single mother with three children. Smith explained that she found solace in her church community. She also noted that as a young girl she dreamed of becoming a police chief. Smith also discussed her professional background and her desire to serve others.

Acting Chief Smith acknowledged the difficult task ahead of her as she works to combat rising crime in the District, particularly carjackings and other violent crimes committed by youth offenders. Smith outlined the steps she has already taken as Acting Chief to reduce violence, including her Violent Crime Suppression Initiative, increased coordination across local and federal law enforcement agencies, and a new partnership with the Department of Rehabilitation Services to address the needs of youth who violate curfew. She testified about her engagement with other non-law enforcement agencies as well, including meetings with the various DC agency directors and collaboration with the Department of Behavioral Health. In addition, Smith discussed MPD's new community outreach efforts, including efforts to revive the idea of "Officer Friendly" and increase foot patrol and officer engagement with communities. Specifically, Smith noted that she had directed each MPD patrol district to conduct at least one community walk each week.

Acting Chief Smith also discussed the issue of employee well-being in the Department, as well as officer recruitment and retention. She stated that her experience in New York City on September 11, 2001 and its aftermath showed her the importance of physical and mental health for officers. Acting Chief Smith explained her efforts to destigmatize mental health, including a live conversation with Dr. Beverly Anderson and the expansion of the department's Chaplain Corps. In addition, she discussed the Police Executive Research Forum's cultural assessment of MPD and efforts to increase recruitment and retention.

³⁰ Acting Chief Smith's written testimony is attached to this report as Attachment C.

ANALYSIS OF IMPACT ON EXISTING LAW

PR25-384 will have no impact on existing law.

SUMMARY OF FISCAL IMPACT

PR25-384 will have no fiscal impact.

SECTION-BY-SECTION ANALYSIS

Section 1 provides the short title.

Section 2 confirms the appointment of Pamela A. Smith as the Chief of the Metropolitan Police Department.

Section 3 requires the Council to transmit a copy of the adopted resolution to the nominee and to the Office of the Mayor.

Section 4 provides that the resolution shall take effect immediately.

COMMITTEE ACTION

On October 24, 2023, the Committee on the Judiciary and Public Safety held an Additional Meeting to consider PR25-384, the “Chief of the Metropolitan Police Department Pamela A. Smith Confirmation Resolution of 2023”. Present and voting were Chairwoman Pinto and Councilmembers Allen, Bonds, Gray, and Henderson. Chairwoman Pinto began by expressing her support for the nominee. She also noted the challenges that Acting Chief Smith faces if she is confirmed and the important steps that she will have to take to overcome these challenges. Chairwoman Pinto expressed confidence in the nominee and briefly described the actions Acting Chief Smith has already taken to address the issues facing her.

Councilmember Allen expressed support for the nominee. He noted that public safety is the primary issue facing the District, acknowledging the fact that, at the time of Acting Chief Smith’s roundtable, the number of homicides had already surpassed 200. Although Councilmember Allen stated that confirming a new Police Chief will not solve the District’s public safety issues, he outlined the important steps Acting Chief Smith has taken. These included her revival of in-person recruiting efforts, her whole of government approach by already reaching out to agency directors, her willingness to review officer deployment decisions, and her engagement with communities and Advisory Neighborhood Commissioners.

Councilmember Bonds reflected on the comments made by her colleagues at the markup and by witnesses during the roundtable, and reminded the nominee that officers must be held to a

strong standard and be accountable for their actions. Councilmember Bonds noted, however, that the government and the community must put their faith in those officers to do the right thing.

Chairwoman Pinto then moved the Committee Print and Committee Report of Proposed Resolution 25-384. The Committee voted 5-0 to unanimously approve the Print and Report, with the members voting as follows:

YES: (5) Pinto, Allen, Bonds, Gray, Henderson

NO: (0)

LIST OF ATTACHMENTS

- (A) Proposed Resolution 25-384, as introduced, with the Mayor's Transmittal Letter, Ms. Smith's Resume, and the Referral Memo
- (B) Ms. Smith's Responses to Preliminary Questions from the Committee
- (C) Ms. Smith's Written Testimony Before the Committee
- (D) Legal Sufficiency Determination
- (E) Committee Print of Proposed Resolution 25-384

ATTACHMENT

A



MURIEL BOWSER

MAYOR

September 18, 2023

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), and pursuant to section 1 of An Act Relating to the Metropolitan police of the District of Columbia, approved February 28, 1901 (31 Stat. 819; D.C. Official Code § 5-105.01), I am pleased to nominate the following person:

Pamela A. Smith
Half Street, SE
Washington, DC 20003
(Ward 8)

for appointment as Chief of the Metropolitan Police Department, for a term to end four years from the date of confirmation.


Enclosed you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Muriel Bowser".

Muriel Bowser



Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

To confirm the appointment of Ms. Pamela A. Smith as Chief of the Metropolitan Police Department.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this resolution may be cited as the "Chief of the Metropolitan Police Department Pamela A. Smith Confirmation Resolution of 2023".

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Pamela A. Smith
Half Street, SE
Washington, DC 20003
(Ward 8)

as Chief of the Metropolitan Police Department, pursuant to section 1 of An Act Relating to the Metropolitan police of the District of Columbia, approved February 28, 1901 (31 Stat. 819; D.C. Official Code § 5-105.01), for a term to end 4 years from the date of confirmation.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution, upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

Pamela A. Smith



PROFILE SUMMARY:

Dedicated and highly motivated law enforcement professional with over 25 years of successive experience in managing public safety programs in major cities across the United States (Washington, DC, New York City, San Francisco and Georgia). Provided law enforcement and ICON security operations at the Statue of Liberty, Ellis Island, Lincoln Memorial, Washington Monument, Jefferson Memorial and prominent Icon and tourist attractions. Provided over 25 years of public service engagement, emergency response, policy and procedure development, budget planning and management, media and public relations. Highly capable of directing and leading police personnel to meet law enforcement objectives coupled with exceptional comprehension of gathering evidence and complying with legal requirements. Exceptional communicator with notable success in management of operations; builds partnerships with local, state and federal partners to focus on lowered crime, heightened security, strengthened productivity and overall quality of life across the community.

Core Competencies

- Public Safety
- Leveraging Diversity
- Acumen Public Relations
- Building Partnerships
- Leadership/ Team Building
- Budget Planning & Management
- Valuing Service and Diversity

CAREER ACCOMPLISHMENTS

- 30+ Commendations and/or Awards for Police Service
- Chief's Awards for Outstanding Police Service
- 3D CAC – MPD 3rd District - Public Safety Recognition
- University of Arkansas at Pine Bluff Commencement Exercise Keynote Speaker
- Proclamation - City of Pine Bluff, Arkansas, Office of the Mayor

- Citation - State of Arkansas Governor Asa Hutchinson
- Director's Award - United States Secret Service
- Certificate of Appreciation - United States Capitol Police
- Pine Bluff's Most Distinguished Women in Sports Recognition
- Women in Federal Law Enforcement (WIFLE) Public Service Award
- Senior Executive Service (SES) Member
- Meritorious Police Award for Bravery - September 11, 2001 Terrorist Attacks
- NPS Director Certificate of Appreciation for Gold Butte Trespass Cattle Impoundment
- Northeast Region Equal Employment Opportunity Office Certificate of Appreciation
- National Council of Negro Women Award for Working Together in Unity
- Officer of the Month (investigative work)
- Officer of the Quarter (investigative work)
- National Park Service Special Thanks and Recognition (STAR) Award (15+ monetary awards received)
- Physical Fitness Time Awards (earned over 500 hours awarded during my career)

PROFESSIONAL EXPERIENCE

ASSISTANT CHIEF OF POLICE, HOMELAND SECURITY BUREAU, WASHINGTON, DC

METROPOLITAN POLICE DEPARTMENT (April 2023 - Present)

- Collaborates with local, state and federal agencies regarding all 1st Amendment activities, special event planning and critical incidents occurring within the districts.
- Provides operational support to patrol operations to reduce crime and fear of crime with specialized patrol and tactical resources.
- Works with agency heads to improve information-sharing, process relevant information, and provide actionable intelligence to the appropriate personnel.
- Oversee the administrative and operational functions of the Special Operations Division, Joint Strategic & Tactical Analysis Command Center, and the Office of Intelligence.
- Coordinates with Bureau Chiefs to create crime fighting strategies
- Serves as the Chairperson for Use of Force Review Board
- Conducts bi-weekly Law Enforcement Partnership Briefings to ensure information-sharing between all National Capital Area regional partners.
- Serves as the Vice-Chair on the Regional Emergency Support Function (ESF)-13 Police Chief Committee with the Council of Governments.
- Collaborate with DC government businesses and department heads to discuss law enforcement security measures across all Districts.

CHIEF EQUITY OFFICER, OFFICE OF THE CHIEF, WASHINGTON, DC METROPOLITAN POLICE DEPARTMENT (MPD) (May 2022 - April 2023)

- Served as the MPD's Equity Strategist
- Developed the Diversity, Equity and Inclusion (DE&I) Strategic Plan
- Conducted Listening Sessions at all seven MPD patrol districts to assess the culture of the MPD from a DE&I perspective.
- Served as the MPD liaison for the Police Executive Research Forum who conducted an organizational health assessment to review MPD's policies and practices related to diversity, equity, and inclusion, in multiple areas.
- Oversaw the Directorates for Employee Well-Being Support (EWBS) and MPD Equal Employment Office (EEO)
- Developed and implemented a staffing analysis plan for the EEO Office to ensure layers of supervision within the program.
- Attending agency mediations for EEO related matters
- Provided EEO and DE&I Training to Cadets, Recruit Officers, Supervisors Training, Chaplain Corps, and Promotional Training
- Supported the hiring of six new members of the Volunteer Chaplain Corps Program
- Oversaw the 30x30 initiatives for MPD

CHIEF OF POLICE, UNITED STATES PARK POLICE, Washington, DC (February 2021 – April 2022 (Retired))

- Oversaw police management, law enforcement, and crime prevention for the National Park Service (NPS), United States Park Police (USPP).
- Led a law enforcement organization with over 600 employees and administered (supervised/managed) a budget of \$120 million, to ensure public safety and resource protection functions for iconic infrastructure across DC, New York, NY, San Francisco, CA and Glyncro, GA.
- Managed a geographically dispersed, multi-jurisdictional law enforcement program that encompasses progressive police management techniques, organizational management practices, and interagency collaboration.
- Planned, supervised, and evaluated the agency operations across three geographic regions.
- Developed policies and procedures for the USPP mandated by law to ensure efficient operations of the agency.
- Hired 72 new police officers in my first year as Chief of Police and 20 professional staff members during my first year as Chief.
- Planned, organized, administered, reviewed and evaluated the operations of the law enforcement program across three geographic regions.
- Oversaw the hiring of new officers and professional staff members, and managed the attrition of members retiring and departing from the agency.

- Oversaw the development of the USPP Strategic Plan for the next four years that focused Enhanced Public Service and Engagement, Relevant use of Technology and Employee Workforce Development. We also focused on leveraging relationships with the community, residents, stakeholders and partners in the communities we served in Washington, DC, NY and San Francisco.
- Developed a new policy for the Body Worn Camera Program and deployed Body Worn Cameras to all officers assigned to the San Francisco Field Office within the first 60 days of my tenure as Chief of Police.
- Promoted 24 USPP members to fill critical vacant positions to ensure continuity of operations for the efficiency of the Force.
- Served as the principal advisor on the National Security Council (NSC) where we focused on national security efforts, collaboration with local, state and federal agencies within the National Capital Region.
- Assisted the U.S. Capitol Police in writing the Critical Incident Response Plan as a member of the National Security Council.
- Conducted monthly labor management meetings with the Fraternal Order of Police to discuss the collective bargaining matters.
- Engaged in bi-weekly meetings with the Associate Director, Visitor and Resource Protection regarding crime related initiatives, crime reduction plan in all areas and partnership initiatives with other agencies.
- Conducted briefings with the National Park Service Director, Secretary of the Interior and Executive Members to discuss USPP security planning efforts related to 1st Amendment Activities and the 59th Presidential Inauguration.
- Testified before the Appropriations Committee and Members of Congress on the US Park Police response to the United States Capitol on January 6, 2021.
- Met with Members of Congress and political officials regarding the US Park Police law enforcement efforts in the National Capital Region and other regions US Park Police is assigned.
- Developed staffing plan and staffing analysis to ensure appropriate resources for all geographic areas based on criminal data.
- Met weekly with the Criminal Investigations Unit to develop crime reduction plans and initiatives in high crime area based on the data analysis conducted that focused on patterns of behavior.
- Conducted weekly meetings with the Office of Professional Responsibility to review police misconduct cases and review policy to ensure compliance with laws and regulations.

**DEPUTY CHIEF, FIELD OPERATIONS DIVISION, UNITED STATES PARK POLICE, Washington, DC
(June 2020 – February 2021)**

- Senior ranking official with progressive experience at the command level with an operating budget of \$33 million (of \$116 million total).
- Responsible for managing 275 sworn and non-sworn employees in the Patrol

Branch, Criminal Investigations, Support Services, Secretary of Interior Protection Detail, and the San Francisco Field Office.

- Provided leadership and direction to a diverse group while encouraging operational excellence.
- Established strategic relationships within all levels of the organization, external partners and stakeholders.
- Delivered incident briefings to high level government executives and partner agencies on behalf of the Chief of Police to facilitate communication and investigative efforts.
- Serve in partnership with the Chief's Office in the overall management of the organization. Represented the Chief of Police as designated in a variety of capacities.
- Directly supervised and coordinated the operational activities of two Majors to ensure the efficient and effective day to day activities of the Force.
- Formulated, interpreted, and analyzed policy standards, programs, and procedures employed by the Force in my area of responsibility to ensure development and application of the most appropriate law enforcement techniques and procedures.

ACTING DEPUTY CHIEF, HOMELAND SECURITY DIVISION, UNITED STATES PARK POLICE, Washington, DC (June 2020 – August 2020)

- Oversaw full range law enforcement services specifically related to the Special Forces Branch (Special Weapons and Tactical Unit, Aviation, Canine, Special Events and Motors) and ICON Protection Unit (Central District Station) in the Washington Metropolitan Area and the New York Field Office.
- Oversaw and approved plans for Force operations at large public events, celebrations and demonstrations occurring within the National Capital Region.
- Supported the operational plans for all Presidential and Vice-Presidential escorts, dignitaries, and foreign heads of state visiting the National Capitol Area.
- Aligned functions and support services with the overall mission and functions of the Force and the Branch.
- Fostered a team-oriented environment through leading and supervising commanders to assist in enhancing unit operations.

MAJOR, NEW YORK FIELD OFFICE, HOMELAND SECURITY DIVISION, UNITED STATES PARK POLICE, Brooklyn, NY (February 2018 to June 2020)

- Provides leadership to accomplish the mission, goals and objectives of the Field Office.
- Developed law enforcement strategies and plans to ensure optimal performance in the oversight of the New York Field Office.
- Assumed overall management responsibility of day-to-day operations including

administrative and operational activities, supervision of 134 sworn and non-sworn

employees; operating budget of approximately \$19.6 million.

- Developed and maintained effective partnerships with local, federal and state law enforcement agencies to create positive cross-functional relationships.
- Encouraged workforce diversity and mentoring amongst supervisors /officers to ensure positive work. Fostered an environment of personal accountability to ensure a hostile and harassment-free work environment.
- Routinely provided input to budget formulation and budget execution for the field office. Approved expenditures, contracts purchase requests, and implemented budgetary adjustments as appropriate. Forecasted funds needed for equipment, materials and supplies.
- Briefed and advised senior law enforcement officials (internally and externally) regarding icon security and public safety concerns. Coordinate law enforcement support activities with local, state and federal agencies
- Oversaw labor/management meetings; EEO related matters.
- Coordinated Departmental level responses to congressional and media inquiries.
- Serve as a member of the Department of Interiors EEO Interdisciplinary Team

ACTING DEPUTY CHIEF, HOMELAND SECURITY DIVISION, UNITED STATES PARK POLICE, Washington, DC (November 2017 - February 2018)

- Oversaw budget development, presentation and monitored budget allocations. Assisted with contract approvals.
- Drafted, composed, reviewed and edited a variety of written documents and policies.
- Approved plans for special event – National Christmas Tree Lighting Ceremony
- Attended daily briefings with NPS Directorate during furlough.

CAPTAIN, ACTING REGIONAL CHIEF RANGER (SOUTHEAST REGION), NATIONAL PARK SERVICE, ATLANTA, GA (November 2017 – November 2018)

- Selected by the Southeast Regional Director to serve on a detail as Acting Regional Chief.
- Oversaw 60 parks law enforcement programs and fire management programs.
- Conducted audits and assessments of law enforcement programs in the region to ensure compliance with program policies.
- Provided guidance and supervision for law enforcement personnel in the region
- Routinely provided weekly program management briefings to the Regional Director.
- Collaborated with local, state, federal partners for all 1st Amendment activities and special events coordinating in federal parks.

CAPTAIN, NATIONAL LAW ENFORCEMENT SPECIALIST, WASHINGTON ADMINISTRATIVE SERVICING OFFICE, WASHINGTON, DC (May 2016 to November 2017)

- Developed, analyzed and evaluated the effectiveness of law enforcement policies, programs and practices National Park Service - Reference Manual-9.
- Provided technical advice on the development of policy documents for the national law enforcement programs.
- Fostered partnerships with Departmental, Bureau, WASO, Regions, Parks and stakeholders for law enforcement and emergency management.
- Briefed NPS Directorate on law enforcement policies and procedures.
- Oversaw expenditures related to Emergency Law and Order funding requests for emergency law enforcement requests.
- Conducted audits and assessments of law enforcement programs within the National Park Service to ensure compliance with policy.
- Coordinated law enforcement support and services during national emergencies for Emergency Support Functions (ESF-13).
- Drafted and reviewed proposed policy changes for National Park Service Reference Manual-9.

CAPTAIN, ASSISTANT COMMANDER, FIELD OPERATIONS DIVISION, SAN FRANCISCO FIELD OFFICE, UNITED STATES PARK POLICE, SAN FRANCISCO, CA (October 2014 – May 2016)

- Assisted with the management of the San Francisco Field Office budget inclusive of reimbursable agreements, inter-agency agreements with the Presidio Trust and the United States Park Police; operating budget approximately \$10 million dollars.
- Established partnerships with internal and external partners; stakeholders: local, state, and federal law enforcement agencies.
- Oversaw the development and implementation of Incident Action Plans for Special Events and 1st Amendment Activities.
- Participated in the design, development and implementation of the USPP's five-year strategic plan (2017-2021).
- Facilitated team building strategies to develop short term and long-term goals to address the increase in larceny from autos.
- Represented the Field Office at Presidio Trust and GGNRA management meetings.
- Conducted community meetings with Presidio Trust residents.
- Developed crime reduction strategies for theft from autos

LIEUTENANT, OPERATIONS COMMANDER, FIELD OPERATIONS DIVISION, SAN FRANCISCO FIELD OFFICE, UNITED STATES PARK POLICE, SAN FRANCISCO, CA (December 2013 – October 2014)

- Coordinate the organization, staffing, and operational activities on assigned shifts.
- Planned and facilitated all union and management meetings.
- Managed financial operating requirements to ensure accounting procedures for inter-agency agreements were met.

- Oversight of the personal costs led to the findings of being overcharged by a local utility company.
- Represented the USPP during internal and external public safety briefings to address law enforcement concerns.
- Implemented EEO training for managers to ensure accountability for a hostile-free work environment.
- Evaluated personnel, provided mentoring opportunities for officers

LIEUTENANT, EXECUTIVE OFFICER TO CHIEF OF POLICE, OFFICE OF THE CHIEF, UNITED STATES PARK POLICE, WASHINGTON, DC (December 2011 – December 2013)

- Provided day-to-day administrative support to the Chief of Police and the Office of the Chief.
- Supervision of the Public Affairs Office.
- Conducted media interviews and responded to media inquiries related to law enforcement matters.
- Served as Public Affairs Officer with 23 other agencies during the 57th Presidential Inauguration.
- Proctored written promotional examination for candidates at the rank of Sergeant.
- Planned and coordinated Force graduation and promotion ceremonies.
- Administrative duties as assigned by the Chief of Police and Office of the Chief.

LIEUTENANT, SHIFT COMMANDER, FIELD OPERATIONS DIVISION, UNITED STATES PARK POLICE, WASHINGTON, DC (August 2011 – December 2011)

- Oversaw the daily patrol operations of four districts and the national ICONS in the Washington Metropolitan Area.
- Provided support to supervisors during critical incidents and/or major crime activities.
- Provided operational support and oversight to line supervisors for leave requests, time and attendance, media inquiries and scene management of crime scenes.
- Completed shift reports and provided guidance to Sergeants.

SERGEANT, TRAINING OFFICER, WORKFORCE AND DEVELOPMENT DIVISION, UNITED STATES PARK POLICE, Washington, DC (January 2011 – August 2011)

SERGEANT, CLASS COORDINATOR, FEDERAL LAW ENFORCEMENT TRAINING CENTER, UNITED STATES PARK POLICE, Glynco, GA (March 2009 – January 2011)

POLICE OFFICER, INSTRUCTOR, FEDERAL LAW ENFORCEMENT TRAINING CENTER, UNITED STATES PARK POLICE, Glynco GA (November 2008 – March 2009)

POLICE OFFICER, CANINE (K9) HANDLER, HOMELAND SECURITY DIVISION, NEW YORK FIELD OFFICE, (June 2004 – March 2008)

POLICE OFFICER, NEW YORK FIELD OFFICE, HOMELAND SECURITY DIVISION, UNITED STATES PARK POLICE, STATEN ISLAND, NY (November 2000 – November 2004)

POLICE OFFICER, SAN FRANCISCO FIELD OFFICE, FIELD OPERATIONS DIVISION (May 1998 – November 2000)

RECRUIT OFFICER, FEDERAL LAW ENFORCEMENT TRAINING ACADEMY, UNITED STATES PARK POLICE, GLYNCO, GA (January 1998 – May 1998)

EDUCATION

Bachelor's Degree in Education, University of Arkansas at Pine Bluff
Pine Bluff, Arkansas – May 1992

Graduate Certificate – Criminal Justice Education, University of
Virginia September 2018

FBI National Academy Session 265, Quantico, VA, September 2018

PROFESSIONAL MEMBERSHIPS

FBI NATIONAL ACADEMY Associates, NY Chapter – Member
National Black Law Enforcement Executives (NOBLE) –
Member International Association of Chiefs of Police (IACP)
– Member

Women in Federal Law Enforcement (WIFLE) - Member

University of Arkansas at Pine Bluff National Alumni Association – Board Member
Zeta Phi Beta Sorority, Incorporated - Member

PROFESSIONAL TRAINING

NOBLE Women's Leadership Symposium

Managers Institute on Public Policy

Anti-Defamation League Advanced Training School

USPP Command Leadership Training

National Capital Region and Northeast Region Superintendent's Conference

NOBLE Women's Leadership Symposium

Mentoring for Law Enforcement Officers

The Art of Perception for Leaders

Nobility Policing Training

COR Level I Training

Ranger Specific Basic Training Program

Allies for Inclusion Facilitators Training

NPS Law Enforcement for Managers Course

Diversity, Equity, and Inclusion Training

Park Youth Collaborative Diversity Train-the-Trainer

Federal Sector New EEO Investigators Course

EEO and Diversity Training
Financial and Business Management Systems (FBMS) Training
Public Affairs Officer Training
Master Public Information Officer Boot Camp Training
Hampton University's Executive Leadership Summit
NPS Operational Leadership Facilitators Training
Law Enforcement Instructor Training Program (LEITP)
Law Enforcement Driver Instructor Training Program (LEDITP)
United States Park Police Supervisor's Training
Criminal Investigation Training (12 weeks)
Threat Awareness Identification and Response
Advanced EEO Counselor Training
Incident Response to Terrorists Bombings
Prevention and Response to Suicide Bombing Incidents
Union County Sheriff's Office Canine (K-9) Training
NY/NJ Port Authority Explosive Ordinance and Detection Training – Canine Handler
Criminal Investigator's Training Program (CITP)
Field Training Instructor Training Program
Basic EEO Counselor's Training
Cultural Diversity Training
United States Park Police Basic Integrated Police Training USPPI-801



Executive Office of the Mayor - Office of Talent and Appointments

John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Pamela A. Smith



Pamela A. Smith has over 25 years of law enforcement experience with her greatest accomplishment being appointed Chief of Police for the United States Park Police in Washington, DC. She served in major city field offices across the United States including San Francisco, New York, Atlanta, and Washington, DC prior to retiring in 2022.

She began her career with the United States Park Police in 1998 as a patrol officer in the San Francisco Field Office and received numerous commendations for her proactive efforts with drug enforcement, sobriety checkpoints, and community engagement. As she climbed in the ranks, she was reassigned to the New York Field Office where she continued her remarkable work ethic and joined the Canine Unit as a Canine Handler in the Explosive Ordinance and Detection Unit. She transitioned to a Senior Instructor at the Federal Law Enforcement Training Center (FLETC), Law Enforcement Driver Training Program in Glynco, GA. She rose through the ranks as Sergeant, Lieutenant, Captain, Major, Deputy Chief and was ultimately promoted to Chief of Police, becoming the first African-American female to serve as Chief in the agency's 230-year-old history.

After a successful career in law enforcement with the U.S. Park Police, she joined the Metropolitan Police Department (MPD) in May 2022 as the Chief Equity Officer, assigned to the Executive Office of the Chief of Police. She led the department's efforts on diversity, equity and inclusion (DEI), made an immediate impact at the MPD and ensured that DEI issues remained a priority in the department.

Chief Smith holds a Bachelor's Degree in Education from the University of Arkansas at Pine Bluff and a Graduate Certificate in Criminal Justice Education from the University of Virginia. She is also a graduate of the FBI National Academy (Session 265). Throughout her distinguished career, Ms. Smith has earned numerous awards and recognitions, among them, the Women in Federal Law Enforcement Public Service Award, Northeast Region Equal Employment Opportunity Office Recognition of Outstanding Excellence; and the National Council of Negro Women Award for Working Together in Unity.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

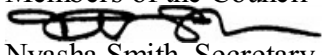
To: Tommy Wells, Steve Walker
From: Betsy Cavendish
Date: July 28, 2023
Subject: Legal sufficiency review of Resolution nominating Pamela A. Smith as Chief of the Metropolitan Police Department of the District of Columbia

This is to Certify that this office has reviewed the above-referenced resolution and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Vanessa Careiro, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

Elizabeth A. (Betsy) Cavendish

COUNCIL OF THE DISTRICT OF COLUMBIA
1350 Pennsylvania Avenue, N.W.
Washington D.C. 20004

Memorandum

To : Members of the Council
From :  Nyasha Smith, Secretary to the Council
Date : Wednesday, September 20, 2023
Subject : Referral of Proposed Legislation

Notice is given that the attached proposed legislation was introduced in the Office of the Secretary on Monday, September 18, 2023. Copies are available in Room 10, the Legislative Services Division.

TITLE: "Chief of the Metropolitan Police Department Pamela A. Smith Confirmation Resolution of 2023", PR25-0384

INTRODUCED BY: Chairman Mendelson, at the request of Mayor

The Chairman is referring this legislation to the Committee on Judiciary and Public Safety. This resolution will be deemed approved on Thursday, January 11, 2024 without Council action.

Attachment
cc: General Counsel
Budget Director
Legislative Services

ATTACHMENT

B



GOVERNMENT OF THE DISTRICT OF COLUMBIA
METROPOLITAN POLICE DEPARTMENT

September 22, 2023

The Honorable Brooke Pinto
Chair, Committee on the Judiciary and Public Safety
1350 Pennsylvania Avenue, NW
Washington, DC 20004

Dear Councilmember Pinto:

It is my privilege to be nominated by Mayor Muriel Bowser to be the next Chief of Police for the Metropolitan Police Department. The information below is in response to your letter of August 31, 2023. I look forward to the opportunity to discuss my vision for serving the District of Columbia at my confirmation hearing on September 27, 2023.

Contents

I. Personal Information	1
II. Education and Experience	2
III. Conflicts of Interest and Legal Matters	4
IV. Law Enforcement and Leadership Experience	6
V. Vision for MPD Leadership	9

I. Personal Information

1. **Name:** Pamela A. Smith
2. **Position to which nominated:** Chief of Police, Metropolitan Police Department
3. **Date of nomination:** July 17, 2023
4. **Address:**
1200 block of Half Street, SE, Washington, DC 20003 (February 2023 – Present)
5. **Date and place of birth:** January 4, 1968 – Little Rock, Arkansas
6. **Marital status:** Single
 - a) *If applicable, please include full name of spouse or domestic partner.*

- b) If your spouse or domestic partner is employed, please list the spouse's or domestic partner's employer, including the address and nature of the business.*

II. Education and Experience

- 7. Education (List secondary and higher education institutions, major, dates attended, degree received, and date degree granted):**

- Pine Bluff High School – High School Diploma (1986)
- University of Arkansas at Pine Bluff – Bachelors of Science (1992)
- University of Virginia – Graduate Certificate – Criminal Justice Education (2016)

- 8. Employment record:**

- a) Please list all jobs held since college, including the title or description of job, name of employer, location of work, and dates of employment. Please account for periods of unemployment.*

Please see attached.

- b) Please list all sources of non-investment income (including each entities' address and nature of business) for you and your spouse or domestic partner.*

None for myself; not applicable as to spouse/domestic partner.

- 9. Government experience: Please list any advisory, consultative, honorary, or other part-time services or positions with federal, state, or local governments, other than those listed above. Please also list military service, if any.**

None.

- 10. Business relationships: Please list all positions currently or formerly held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business enterprise, educational, or other institution.**

None.

- 11. Licenses: Please list any professional or occupational licenses that you hold.**

Not applicable.

- 12. Memberships: Please list all memberships and offices currently or formerly held in professional, business, fraternal, scholarly, civic, public, charitable, and other organizations.**

Zeta Phi Beta Sorority Inc, Beta Beta Chapter President in 1989
Federal Bureau of Investigation National Academy Associates (Member)

International Association of Chiefs of Police (Member)
National Organization of Black Law Enforcement Executives (NOBLE) – Washington Metro
Women in Federal Law Enforcement (WIFLE) (Member)

13. Political affiliations and activities:

- a) Please list all offices with a political party and positions you have held on any partisan or non-partisan campaign, or any public office for which you have been a candidate.*
- b) Please list any services rendered to any political parties, political party conventions or election committees (performed either for a fee or as a volunteer) in the past ten years.*
- c) Please itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$50 or more for the past ten years.*
- d) Please list all political fundraising functions or events you have either hosted or co-hosted in the last ten years, including the name of the candidate, the date of the event, and where the event was held.*

None.

14. What do you believe in your background or employment experience qualifies you for this particular appointment?

Having served 25 years in law enforcement, and retiring as the Chief of the U.S. Park Police (USPP), I believe I am well qualified to be the Chief of Police in any jurisdiction. However, several factors make me uniquely well qualified to lead the Metropolitan Police Department at this time. First, in the nation's capital, it is critical that the law enforcement have a strong background in homeland security and policing National Security Special Security Events. My experience at the USPP makes me one of a few leaders who already have this experience. Second, while my professional training and experience in law enforcement guides my commitment to safeguard the city, it is also supported by my personal passion to help others overcome challenges similar to what I experienced as a young person. I may not have grown up in the District, but I share similar life stories with many of the community members and particularly young people I have spoken with since coming to MPD. And third, my professional approach has always been collaborative. To be clear, I don't shy away from making necessary tough decisions, but when addressing strategic issues, I will be able to successfully work with the many partners in the complex world of both the District's criminal justice system and our regional environment for addressing crime and security. These are just some of the unique experiences and approaches I bring to the role as MPD's Chief of Police.

15. Honors and awards: Please list all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognitions for outstanding service or achievement.

- 30+ Commendations and/or Awards for Police Service – United States Park Police
- Chief's Awards for Outstanding Police Service
- Third District Citizens Advisory Council – Public Safety Recognition
- University of Arkansas at Pine Bluff Commencement Exercise Keynote Speaker
Proclamation - City of Pine Bluff, Arkansas, Office of the Mayor
- Citation - State of Arkansas Governor Asa Hutchinson
- Director's Award - United States Secret Service
- Certificate of Appreciation - United States Capitol Police
- Pine Bluff's Most Distinguished Women in Sports Recognition
- Women in Federal Law Enforcement (WIFLE) Public Service Award
- Senior Executive Service (SES) Member
- Meritorious Police Award for Bravery - September 11, 2001 Terrorist Attack
- NPS Director Certificate of Appreciation for Gold Butte Trespass Cattle Impoundment
- Northeast Region Equal Employment Opportunity Office Certificate of Appreciation
- National Council of Negro Women Award for Working Together in Unity
- Officer of the Month (investigative work)- San Francisco Field Office
- Officer of the Quarter (investigative work) – San Francisco Field Office
- National Park Service Special Thanks and Recognition (STAR) Award (15+ monetary awards received)
- Physical Fitness Time Awards (earned over hours awarded during my career)

16. Published writings: Please list the titles, publishers, and dates of books, articles, reports, or other public materials that you have written. Please provide copies to the Committee.

None.

III. Conflicts of Interest and Legal Matters

17. Business relationships:

a) Are you an officer or director of any corporation, partnership, or other organization in the District of Columbia, either for profit or non-profit, that is doing business with the District government? If so, please list the name and address of the entity, your relationship to the organization, and the nature of the business relationship with the District. Please also indicate if the organization is registered with the District and in good standing to do business in the District.

No.

b) Do you or any member of your immediate family hold an ownership interest in any firm that is now or has ever done business with the District of Columbia government? If so, please list the name and address of the entity, your relationship to the organization, and the nature of the business relationship with the District. Please also indicate if the organization is registered with the District and in good standing to do business in the District.

No.

- c) Do you or any member of your immediate family have any interest, financial or otherwise, that may directly or indirectly pose a conflict of interest for you in performance of your duties for the position for which you have been nominated?***

No.

- d) Please provide the Committee the name of each business entity transacting any business with the District Government in which you have a beneficial interest, excluding publicly traded stock.***

Not applicable.

- 18. Other appointments: Are you currently a member of any board or commission connected with the District of Columbia government? Please list all boards and commissions connected with the District Government of which you are or have been a member, including the term of service for each.***

The MPD Chief of Police is designated to sit on many DC boards and commissions, however I am not personally a member of any.

- 19. Gifts: Please list all gifts, donations, and meals, by source and amount, received or made to any District employee over the last ten years; and, if employed by the District now or in the past, list all gifts (including meals) received in your official capacity over the last ten years while employed by the District of Columbia.***

The Board of Government Ethics and Accountability annually requests information on any gift(s) in the total amount or with a total value of \$100. To the best of my recollection, I have neither given or received anything at or above that threshold.

- 20. Fundraising: If you are, or have been, employed by the District, please list all fundraising activities, including charitable, political, community and work-related, in which you have been engaged while employed by the District. List activity, amount, source, and purpose.***

I have not engaged in any fundraising activities since employed by the District.

- 21. Taxes: Do you have any outstanding liability for any taxes, fees, or other payments to the District, federal or other state or local governments, either contested or uncontested? If so, please describe the types and amounts of all taxes or fees in dispute and the dates the taxes or fees were originally due. Please also provide documentation of any attempts to pay the amount owed or to resolve the disputed claim.***

I do not have any outstanding liability for taxes, fees, or other payments to the District, federal or state or local governments, either contested or uncontested.

- 22. Legal matters:***

a) Have you ever been investigated, disciplined, or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, please explain.

No

b) To your knowledge, have you ever been investigated, arrested, charged, or convicted (including pleas of guilty or nolo contendere) by any federal, State, or other law enforcement authority for violation of any federal, State, county, or municipal law other than a minor traffic offense? If so, please explain.

No

c) Have you or any business of which you are or were an officer, director, or owner, ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, please explain.

No

23. Has any employee, subordinate, supervisor, client or other person of interest ever filed a written complaint against you for any reason? If so, please identify the situation, provide relevant facts, and state the disposition of the matter.

No

24. Are you registered with any local, state, or federal government to lobby? If so, please list, the jurisdiction(s) in which you are registered, the date(s) of your registration, and the clients on whose behalf you have lobbied.

No

IV. Law Enforcement and Leadership Experience

25. Please describe your qualifications, including background and experience, relevant to serving as Chief of the Metropolitan Police Department (MPD). What specific knowledge, training, and experience do you possess that you feel will make you a successful Chief?

I am 25-year career law enforcement professional who has served in four major cities throughout my career (New York, San Francisco, Atlanta, GA, and Washington, DC). I am a former member of the United States Park Police where I rose to through the ranks and was appointed Chief of Police. I have earned the respect of colleagues in the law enforcement community and have built relationships with local, state, and federal law enforcement in each major city I was assigned. My experience has shaped my commitment to preventing crime, increasing community safety and security, and building public trust and confidence in police, in fair and lawful ways.

Please see the attached professional experience that I have in law enforcement for details of my experiences and qualifications as a law enforcement professional. My experience over a 25-year career will make me successful in this role.

26. *Please discuss your experience as the Chief of the United States Park Police (USPP). What do you consider your most significant accomplishments while in that position?*

As Chief of USPP, I was responsible for a national program that delivered law enforcement, security, intelligence, visitor and resource protection missions within three separate geographic areas of the National Park Service, serving 12 parks units and protecting millions of visitors annually. I led a workforce of approximately 600 employees (both law enforcement and administrative support staff) with an annual operating budget of \$120 million. I was responsible for a complex, multijurisdictional organization which included the DC metropolitan area, the San Francisco and New York Field Offices, and the USPP Federal Law Enforcement Training Center in Glynnco, GA.

My most significant accomplishment was establishing a Body Worn Camera Program and policy for the USPP. Although I initially committed to implementing the program within my first 90 days as Chief, I successfully implemented the program within the first 60 days of my promotion to Chief of Police. The use of body-worn cameras benefits members of the community and police agencies by improving police services, increasing accountability and transparency for individual interactions, strengthening police-community relations, and providing evidence for criminal matters.

27. *During your time as Chief, the USPP was defending itself against a wrongful death lawsuit filed by the family of Bijan Ghaisar, who was shot and killed by Park Police officers in 2017. According to news reports, the United States Department of the Interior sought to fire the officers who were involved in the incident in late 2021, during your time as Chief. The officers' union challenged the termination. The Washington Post later reported that at the time, you expressed support for the union's challenge.*

a) *Please comment on your support of the union's position in this instance and whether or not you would support a similar union challenge in your capacity as the Chief of MPD.*

At the time of the U.S. Park Police (USPP) shooting of Bijan Ghaisar in November 2017, I was serving in the role of Acting Regional Chief Ranger in Atlanta, Georgia and was not involved in the subsequent investigation into the matter. I was appointed to USPP on February 28, 2021, more than three years after the incident. The decision to propose termination of the officers involved was made by officials in the National Park Service.

In November of 2021, I was asked about the proposed termination during one of the USPP roll calls. I told officers that it was not my decision to propose termination and the decision was made by officials at the National Park Service. I was not asked for a comment for The Washington Post article.

As Chief of the Metropolitan Police Department, I would hold officers accountable for following relevant laws and policies while respecting the due process rights agreed to under collective bargaining agreements.

b) Please discuss your perspective regarding the appropriate balance between collective bargaining rights for police officers and ensuring that leadership has the necessary tools and power to hold officers accountable for wrongdoing.

My perspective is to respect the tenets of the collective bargaining agreement and to ensure that we hold our employees accountable for any misconduct and corruption. Accountability is a system of internal and external checks and balances aimed at ensuring that police carry out their duties properly and are held responsible if they fail to do so. This system is created to uphold police integrity and deter misconduct and to restore or enhance public confidence in policing. At the MPD we have a system in place through our Internal Affairs Bureau that is responsible for ensuring that all allegations of misconduct or wrongdoing is investigated. The Internal Affairs Division also serves as the Department's liaison to the independent Office of Police Complaints, an important element in the accountability structure for MPD. We will continue to provide our management team with the appropriate training and professional development to hold officers accountable for misconduct.

28. Please discuss your experience as the Chief Equity Officer for MPD. What do you consider your most significant accomplishments while in that position?

As the Chief Equity Officer for MPD, my role was to lead the department's efforts on diversity, equity, and inclusion (DEI). I was responsible for developing strategies and plans to ensure the DEI issues remain a priority in the department and to provide an organizational channel for department-wide accountability. I enjoyed the foundational work to begin understanding the culture of the MPD. I launched listening sessions and voices tours across the MPD to understand the concerns of the employees in an effort to foster creativity, fresh perspectives, and understanding.

My most significant accomplishment was working with the DEI team to create the 2023-2025 DEI Strategic Plan which focused on three strategic themes: Workforce Development, Organizational Transparency, and Leadership Culture. By December 2022, the DEI Office conducted over 70 listening sessions with members of the Department and facilitated DEI Roundtable Discussions with MPD Commanders, Directors, and Inspectors to discuss opportunities for leadership to lean into DEI at MPD. Under my leadership as the Chief of Police and my successor in the position of the Chief Equity Officer, we will continue to make progress on the DEI strategic plan. Not only is this vital for our employees, but it benefits our community as well. A police force that values equity and compassion internally embodies that with the community as well.

29. Please discuss your experience as the Assistant Chief of Police, Homeland Security Bureau for MPD. What do you consider your most significant accomplishments while in that position?

I truly enjoyed my experience as the Assistant Chief of Police, Homeland Security Bureau (HSB). This assignment allowed me to re-establish the network of law enforcement professionals that I connected with prior to my retirement as Chief, USPP. The Bureau is comprised of the Special Operations Division (special events, tactical rescue, and presidential escorts) and Joint Strategic & Tactical Analysis Command Center (crime alerts, research and analytical services). These divisions were instrumental in working directly with patrol

operations to reduce crime, and support information sharing and actionable gathering of intelligence.

One of the most significant accomplishments as HSB Chief was working on the draft Unmanned Aircraft Systems (UAS) policy. This is very significant as we think about rapid advances in technology. As the Chief, it gives me great pride in knowing I will be engaged in this effort to support our team and the UAS Working Group towards advancing technology to support our first responders.

V. Vision for MPD Leadership

- 30. An organization's mission statement should, in theory, present a concise statement of the organization's reason for existence, and should guide all of the organization's activities. MPD's mission statement reads as follows:**

It is the mission of the Metropolitan Police Department to safeguard the District of Columbia and protect its residents and visitors with the highest regard for the sanctity of human life. We will strive at all times to accomplish our mission with a focus on service, integrity, and fairness by upholding our city's motto Justitia Omnibus – Justice for All.

- a) Please discuss your understanding of this statement and how it informs your vision for your leadership of MPD. As Chief, would you make any changes to the mission statement?**

MPD's mission statement has many strong elements, like centering the sanctity of human life, and promoting the essential values of service, integrity, and fairness. These are important values for any police agency and guide the work we do every day. While we may modify it in the future, my top priority at the moment is delivering results: a safer city for all and a fair and inclusive Department for all employees. Safeguarding the District and its residents and visitors is the Department's core mission and my top priority.

- b) How would you ensure that all MPD personnel know and understand what the Department's mission is?**

Communicating the mission and how our operations tie back to the mission is a core function of our training program. From cadets and recruits to new professional staff, MPD's training academy shares the mission with all new employees. In addition, it is reinforced in our ongoing Professional Development Training for veterans.

- c) What steps would you take to ensure that MPD's structure and operations are clearly and directly focused on accomplishing the mission?**

Over the almost year and a half that I have worked at MPD, I have had the opportunity to see how each element supports our core mission. As the Acting Chief, I am continually evaluating whether what we have in place works and how we can or must pivot to address emerging trends and patterns.

The Department will soon be publishing my strategic plan to communicate how we will be operating to accomplish our mission. This strategic plan will be available on our website so that both our members and the community understand how everything we do is connected to our mission. While the strategic plan must also be a living document, so that we can adapt as circumstances change on the ground, our mission and core values will remain constant. These serve as touchstones to ensure that any new strategies or tactics we employ still keep us moving forward in the right direction.

31. As you know, violent crime is a significant problem in the District. Please discuss your vision for an overall strategy to reduce violent crime, as well as any particular tactics you plan to use to support the overall strategy.

Under my leadership, MPD is employing a layered approach to fighting violent crime in the District of Columbia. These strategies operate citywide, across multiple districts, at the district level, and sometimes even at the level of a Patrol Service Area (PSA) or smaller. We use our analytic resources to support crime strategies that are data-driven and intelligence-led so we can focus on the areas and people driving violent crime.

Violent Crime Suppression Initiative

In early summer 2023, robberies and carjackings were driving violent crime numbers and the fear of crime citywide. In response, MPD developed the Robbery Suppression Initiative. The strategy behind this initiative was: 1) Identify the high-density areas and timeframes when most of these offenses occur, and 2) Deploy additional resources to address those specific areas during those times.

In determining when and where to deploy our resources to make the greatest impact, MPD used a combination of data analysis and input from officers in the field. Initially, MPD looked at historical data related to robberies and carjackings, but the effort was later expanded to include areas experiencing high levels of other types of violent crime, namely shootings and homicides.

The operational approach taken with this initiative is what makes it different from past efforts. This initiative is a citywide effort and focuses on coordinating resources across the different police districts. To ensure this level of coordination, each operation is led by a designated Incident Commander, and the Joint Operations Command Center is also activated. This facilitates communication across police districts and ensures that officers operating in one district have current information about emerging crime patterns in other districts.

As with many of MPD's initiatives, our public safety partners are also involved in and support this effort. During the operational period, MPD coordinates with federal law enforcement agencies, local university police departments, and Metro transit police, as well as our partners from the surrounding jurisdictions. This partnership is critical to MPD's ability to impact violent crime and increase safety for our communities.

Multiagency Police and Community Together (M-PACT)

Another strategy that has had positive results is the M-PACT initiative – Multiagency, Police, and Community Together. This initiative works to create greater safety by focusing on the problem areas that have been identified by the communities themselves. This approach combines both enforcement and the infusion of resources to resolve issues, as well as

engagement with stakeholders. In several areas across the city, MPD has joined with other government partners and the community to identify concerns and work to resolve them. This is an ongoing effort with new areas identified and programs planned bimonthly.

This program operates in three phases: 1) enforcement; 2) engagement, or the whole-of-government approach (i.e., bringing in resources); and 3) celebration and community outreach. An important aspect of this program is that each phase is tailored to the needs of the particular community.

During the enforcement phase, different MPD units work together, along with other law enforcement and federal partners to directly address criminal activity in the focus area. In the second phase, MPD partners with other agencies to deliver services and resources to support the community's needs. The third and final phase is a community outreach day. This is an opportunity to celebrate all the work accomplished.

This program offers several benefits. In addition to being responsive to community complaints about problem areas, it facilitates MPD members getting out of their cars and engaging directly with community members.

In my time as Acting Chief of Police, I have also continued successful strategies and made adjustments to others to increase our effectiveness. These include the Carjacking Task Force, Traffic Safety Compliance Checkpoints, and the Multiagency Nightlife Task Force.

Carjacking Task Force

MPD's Carjacking Task Force started as an investigative unit focused on individuals who committed carjackings. Later, this team also took over responsibility for investigating pattern robberies, because many of those crime sprees were committed using carjacked vehicles.

While this investigative function is critically important to linking individual suspects to a string of robberies or carjackings, I also felt that it was important to have a proactive enforcement arm to complement the investigations. In June, we stood up the Robbery Suppression Units. Like the Violent Crime Suppression Initiative, these teams are deployed where and when crimes are most likely to occur. But their value is in their flexibility – we can move these teams around the city as circumstances change on the ground to address emerging crime trends. This ability to respond quickly as things happen is making a huge impact on our ability to reduce violent crime.

Traffic Safety Compliance Checkpoints

A Traffic Safety Compliance Checkpoint is an effective law enforcement tool for addressing traffic-related problems. As the District of Columbia continues to work towards preventing all fatal and serious injury crashes through the citywide Vision Zero initiative, MPD is focused on making sure drivers stay safe while on the roads and addressing drivers who put others at risk.

In June, MPD began conducting Traffic Safety Compliance Checkpoints at various locations across the city. During these deployments, officers focus on promoting safe driving by traffic violation enforcement, providing education, and by taking suspected impaired drivers and unsafe drivers off the road.

MultiAgency Nightlife Task Force

In 2022, MPD formed a Multi-Agency Nightlife Task Force to address crime and other public safety issues in three prime nightlife areas: Connecticut Avenue (NW), U Street (NW), and H Street (NE). The mission is to provide a comprehensive, coordinated government response to ensure the safety of the public in these popular corridors during the peak hours of 9:30 pm to 4:00 am on Friday and Saturday nights, and extending to Sunday nights during holiday weekends.

MPD and other city partners work together to address challenges such as public operation of ATVs, instances of double and triple parking, traffic congestion, and enthusiastic revelers carrying the nightlife into residential areas. Additionally, the Task Force identifies any operational gaps in order to ensure appropriate staffing and funding proposals, and creates a plan to effectively convey the scope and scale of our public safety efforts to various community stakeholders to ensure that they not only are safe but also feel safe.

Strengthening Federal Partnerships

Finally, I am working to further strengthen our partnerships with federal law enforcement agencies. During my time with the US Park Police, I worked very closely with MPD on many different events and know how important that relationship is to keeping the public safe. In my first weeks in this position, I made it a priority to meet one-on-one with the leadership of our federal partners, and I continue to meet with them regularly to ensure our efforts are coordinated.

32. Please discuss how you plan to ensure that MPD is incorporating strategic, evidence-based policing into its standard practices.

a) In particular, please discuss your plans to incorporate focused deterrence strategies and/or hot-spots policing. If you do not plan to incorporate these strategies, please explain why not.

Hot spots policing uses the strategic deployment of policing resources in areas that experience a disproportionate amount of crime to help drive down crime. The Department has used hot spots policing models, or elements of them, in the past, with apparently varying results. I have already used that concept in the concept behind hot spots policing – using data analysis to help us determine where to place our resources to have the most impact – in some of our citywide initiatives. Each week, our team of analysts look at violent crime trends to help inform the operational plans for the Violent Crime Suppression Initiative (see response to Question 31). By identifying when and where these crimes are most likely to occur, we can be proactive and place additional resources in those areas at those times to interrupt and deter crime.

Other elements of hot spots policing focus on the activities officers engage in while deployed the area. These include, but are not limited to, reporting city maintenance issues (e.g., broken street lights) to other agencies, business checks, community engagement, and traffic enforcement. These are all activities that are being stressed as part of my initiatives discussed in response to Question 31.

Focused deterrence is a strategy where prevention efforts are focused on the small group of individuals who perpetrate the majority of the crimes in a community. The strategy typically uses a combination of accountability and incentives, and requires a collaborative

effort between law enforcement, social services agencies, and community-based organizations. MPD actively partners with other agencies that interact with chronic offenders in the District. For example, MPD participates in CJCC's GunStat Committee. The mission of this committee is to serve as a forum for criminal justice agencies in the District to monitor the justice system involvement and case processing of individuals who are at high-risk of engaging in gun violence. The agencies represented at these monthly discussions include law enforcement (MPD, USMS, ATF), supervision (CSOSA, PSA), prosecution (USAO, OAG), courts (DCSC), violence interrupters (ONSE), district housing (DCHA), and youth (DYRS), among others.

MPD has a strong analytical team. We have analysts assigned to each patrol district to provide analytical support to our district commanders. We also have analysts assigned to our specialized units, like the Violent Crime Suppression Division and Homicide, to provide those teams with analytical support. In addition, we have a team of professional staff with professional research experience. This ensures MPD is up to date on the latest studies and academic research in policing. I intend to continue to leverage the expertise of both our sworn and professional staff members to formulate and make improvements to our strategies and tactics.

- b) Many experts suggest that engaging in strategic, evidence-based policing helps to improve the efficient use of police departments' limited resources. As Chief, would you make any systemic changes to MPD's allocation of resources (including sworn officers) to pursue particular strategies? For instance, would you increase the number of analysts to provide insights to patrol officers and investigators regarding connections between individuals responsible for an outsized share of violent crimes?***

One effort that we will be undertaking this upcoming year is redistricting. The goal of this effort will be to align MPD's district, sector, and PSA boundaries to effectively distribute police resources, while also taking into account future population growth, economic development, and most importantly community needs. Many aspects of the District have changed since the last redistricting effort in 2019, so this effort will be an important step in ensuring our resources are allocated as efficiently as possible. This effort will include significant data analysis as well as extensive community and stakeholder input. We will be reviewing our analytic capacities to determine whether any additional FTEs are needed as part of our Fiscal Year 2025 budget process.

- 33. On a related note, some observers have argued that in their efforts to respond to public pressure to achieve quick results, many police departments have lost sight of the differences between strategies and tactics.***

- a) As Chief, how would you ensure that the Department keeps sight of the distinction between strategies and tactics?***

This starts with having a clear vision, concrete core values, and a comprehensive strategic plan. As the leader of this organization, it is my responsibility to chart a path for our leaders and members to follow. That is what I have done with my strategic plan. Each effort that is currently underway, and the ones we will implement in the future, are the tactics that must link back to that strategy. That is why it is so important for not only our

leaders but all of our members to know what is in the plan and how all of the different pieces fit together.

b) How would you ensure tactics are evaluated to ensure they complement (or at least do not conflict with) the Department's overall strategic approach?

In addition to what I said in the prior response about tactics linking back to the overall strategy, it is important that we use data not only on the front end but also on the back end to ensure our strategies are having the intended effect. This type of analysis has been built into many of our operations.

For example, each week at the Monday Crime Briefing, the Incident Commander for the weekend Robbery and Armed Carjacking Suppression Initiative will present the results of the prior weekend's operation. The command staff then have an opportunity to ask questions about lessons learned that will help inform the plan for the following weekend's operation. This recurring focus on learning from past efforts in order to improve the future ones is critical to ensuring we stay on mission and operate as effectively as we can.

That said, the Department must also remain nimble to address emerging issues or course correct. If we need to deploy a new tactic that is not in the initial plan, as long as it is consistent with our mission and values, then we will use it. A rigid plan would not be in the best interest of public safety.

34. As you know, one of the keys to improving public safety is fostering mutual trust between police officers and the communities they serve. Indeed, some have argued that the single most important determinant of police effectiveness is the willingness of citizens to collaborate with their police on public safety. However, many police departments fail to understand the variations in the communities they serve or take the time to understand the issues of importance to each community. Even fewer ask each of their communities just how willing they are to collaborate, what the obstacles to such collaboration might be, and what steps they can take to overcome existing blockages.

As Chief, how would you address these concerns to ensure that MPD is building genuine collaborations across the District at the neighborhood/community level? Promoting trust and collaboration requires an investment of time in relationship-building, which necessarily occurs on an officer-by-officer basis. How would you ensure that officers not only go through the motions of engaging with community, but do so sincerely and in a sustained way?

One of MPD's four foundational pillars is impactful community engagement. We know that we cannot effectively serve our communities if they do not feel that this service is authentic. We strive not only to provide exceptional service when individuals need us because they have been victimized, but to make genuine connections in the community at every day. Our leadership makes themselves available to community members 24-7. We host or partner with others routinely on countless community outreach efforts. I have instituted weekly Public Safety Walks in each police district and our Building Safer Community Together initiative to support a collaborative approach to community policing. Throughout the agency, MPD is

investing time in our communities, including through partnerships with businesses, schools, faith-based services and events, and our Community Engagement Academies.

Equally important, we want to make sure that every member of the community sees themselves in MPD. For instance, MPD's Cadet Program provides an opportunity for young Washingtonians to earn an Associate's Degree and commit to a career at MPD, while creating more stable recruitment pipeline for the Department. We also strive for diversity and inclusion in our membership, and ensure community members in historically underserved communities can connect with programs such as our Special Liaison Branch (SLB). The SLB is a model for community policing in its work with the District's vibrant but historically underserved communities, including its African, Asian, Deaf and Hard of Hearing, Interfaith, Latino, and LGBTQ+ communities.

Having established and fostering these relationships allows for a genuine and authentic conversation when a critical incident happens. Showing up for a critical incident is in some ways the easy part. Maintaining our presence in those spaces after the fact is where the hard work begins and trust is built.

As one of the oldest institutions in the city, MPD has collaborated with families for generations to foster safer communities together. Our officers understand community needs and the important issues that matter. In turn they connect other government agencies to residents and visitors to help resolve issues and teach necessary skills to maximize long term solutions.

Some aggressive policing practices may produce short-term results but damage community relationships, leading to worse long-term public safety outcomes. Are there any policing practices you would change or avoid in order to maintain and strengthen relationships with communities?

Our communities want and deserve fair, professional, and constitutional policing. The Department is continually working to ensure we stay up-to-date on recent court decisions and other stakeholder inputs that help us to refine policy and training. MPD leaders and I are also always watching shifts in policing nationwide, so that we can examine – and adopt as appropriate – promising or best practices. Above all, community input is also vital; but it is important to recognize that interests and opinions in the community often conflict. Thus as we are working to safeguard our neighborhoods, we must balance that goal with the utmost respect for individual rights. This process never ends, and we will continue to monitor and evaluate practices with this in mind.

35. Most police departments have an extensive manual that attempts to explain all of the things that officers are not supposed to do; but they fail to provide direction regarding the things that officers should be doing. How do you intend to communicate to MPD personnel the things they should be doing?

This is a common misconception about policies, which do not just focus on what not to do, but also guide performing critical functions. That said, training, performance management / supervision, and communication are the primary mechanisms for conveying what personnel should be doing. Recruits receive approximately 18 months of training – the first seven to eight months in the Academy and the rest in field training – before being elevated from a

probationary officer to a full officer. The recruit curriculum is available on the MPD website. And each year, veteran officers receive more than 40 hours of training, between in-service professional development, roll call training, online course work, and elective trainings.

Leaders and supervisors play a key role in establishing clear expectations, monitoring performance, and providing feedback. Beyond that, I believe our supervisors need to play an active role in modeling the conduct and performance we want to see. I have directed our white shirts to be more visible both to the community and to their team in the places and spaces where they interact. In addition, I have instituted biweekly Leadership Meetings with command staff, captains, and lieutenants through which the lieutenants and captains can hear updates directly from leadership on issues of importance to our membership. I have received overwhelmingly positive feedback on this new communication tool.

36. *As Chief, how would you promote accountability within MPD: For individual officers? For the organization as a whole?*

Accountability is critical in the government for both performance and conduct. As mentioned in response to Question 35, leaders and supervisors are responsible for establishing the clear expectations about performance, both organizationally and individually. These should be communicated both internally and externally; our strategic plan will be a key tool for that. They also must model high performance and appropriate conduct, by being present among their team members and in the community.

Our officers are held accountable through performance management, as well as public complaints investigated by the independent Office of Police Complaints, internal investigations handled by MPD's Internal Affairs Bureau, or potentially criminal matters investigated by the US Attorney's Office.

All of our stakeholders hold the agency accountable for performance – from members of the community to members of Council, and many others in between. We provide extensive access to data to support this accountability. And this information is not just passively posted on our website (mpdc.dc.gov/transparency); we are active in providing this information – good or bad – to the public.

The Department also entered a new era of accountability when the Council enacted legislation to remove discipline from the union contract and the approval of the new contract on November 26, 2022. Discipline for conduct on November 27th or later will not be eligible for arbitration, a goal long held by MPD Chiefs of Police. Arbitrators with no accountability to District residents had caused significant damage to public trust by substituting their views for the Chief of Police on whether misconduct was so egregious that a member could no longer appropriately serve the city and was terminated. The Department is now operating under a new policy which still provides essential due process protections to officers, but allows for termination to be sustained when necessary, providing critical accountability.

37. *As you know, clearance rates—particularly for homicides—are viewed by many as a key measure of a police department's performance. MPD's homicide clearance rates have historically been above average compared to similarly sized cities. However, as in other cities, MPD's clearance rates have fallen in recent years. Please provide your perspective*

on this issue. What, if anything, do you plan to focus on to improve MPD's clearance rates? For instance, do you plan to change any investigative practices or procedures?

The Department has a strong track record for solving violent crimes. For violent crimes overall, it has consistently outperformed clearance rates for comparably-sized cities for at least a decade, as of the latest data available from the Federal Bureau of Investigation in 2020. The only violent crime for which MPD did not exceed other jurisdictions for a time was robbery, but we have outperformed other cities since 2016. For homicides, we exceeded the comparable cities by an average of more than 20 percent.

Clearance rates in the District have trended downward beginning in 2021. This coincides with a number of factors that have a negative impact on warrants, arrests, and prosecutions.

- **Body-worn camera videos:** As both MPD and the USAO have discussed with the Council, prohibiting officers from reviewing body-worn camera video in routine cases creates small but meaningful differences between a written report and the video footage. These discrepancies cause credibility issues and prevent cases from moving forward. Viewing footage is important for accurate reflection of the underlying incident. A report by the Police Executive Research Forum with support of the DOJ recommended that officers be allowed to review their body-worn camera footage prior to writing their police report. This approach provides the best evidence of what actually took place.
- **Consent searches:** The 2020 legislation requiring specific language and documentation for consent searches has resulted in fewer consent searches (reduced from 3.7 percent of all stops in 2020 to 1.6 percent of stops in 2022). Although we have not opposed this provision enacted by the Council, it has likely had a downward pressure on case closures.
- **Masks during COVID:** Eyewitness identification of suspects has always been challenging, but it became vastly more so with the prevalence of masks during the pandemic. The Council has since repealed the District's anti-mask law that prohibited people from wearing a mask generally with the intent to violate civil or criminal law or otherwise intimidate people and deprive them of their civil rights and/or victim's inability to identify suspect increased with masking during COVID.
- **Forensic backlog:** While the District has been working with federal and private partners to provide needed capacity to analyze evidence, the backlog in testing has certainly had an impact.
- **Caseload:** As MPD staffing has shrunk and violent crime has increased, caseloads for detectives have increased.

In addition to the factors above specific to the District, certain solvability factors apply in every jurisdiction. For instance, gun crimes committed outside the home are some of the least likely cases to be solved because they often happen at a distance. The offender is less likely to be seen or to leave DNA. Crimes happening in the home are more likely to be solved because the offender and victim usually have a relationship between them, and there is more likely to be DNA evidence. For example, in 2022, only 12 percent of DC homicides happened in a home.

I am committed to using every tool at my disposal to ensure that detectives and strong casework are supported. I am meeting regularly with the U.S. Attorney and the Attorney

General to discuss trends and identify ways to support successful prosecutions. MPD and the USAO have also collaborated on 4th Amendment refresher training for all members and we are exploring additional specialized training for detectives.

We are also looking at how technology can best be used for casework. For instance, video footage is a key tool in solving serious crime. Per an analysis of 2018 homicide closures, video footage (from any source) contributed to closing the investigation in more than half of the case closures, and advanced the investigation in two-thirds of the closures. In an effort to increase the coverage of CCTV cameras citywide, which can both deter crime and help to solve it, Mayor Bowser has provided funding to add 50 new cameras across the city, with a commitment to double the total number of cameras in the next 2 years. MPD is using crime analysis, as well as input from District Commanders, to identify locations for the new cameras.

In spring 2023, MPD deployed Pathfinder, an investigative platform that helps detectives more quickly and accurately review the millions of pages of documents they receive each year in response to lawful searches of cell phones, social media accounts, and other key evidence. The platform will help to quickly analyze large volumes of data to identify patterns and connections with greater speed and accuracy, allowing police to identify incriminating or exculpatory information related to serious crimes.

38. Please discuss your perspective on public health approaches to gun violence prevention and intervention generally, and the District's violence interruption programs specifically. In particular, how do you view the roles of police and violence interrupters vis-à-vis one another?

I respect and welcome all efforts to address gun violence through a public health lens. We know that gun violence operates like a contagion: the more guns present, the more likely they will be used to commit a violent act. Absent intervention, violence leads to more violence. We all have the same goal of making the District safer for all. Violence Interrupters have a role in reaching at risk individuals and groups before they commit a crime with a gun, hopefully getting them to put down their guns. Their work in this space is invaluable as it is challenging for police to effectively perform this role. Our work is complementary, and we can and should collaborate to the extent possible while respecting the goals and guidelines for each of our roles.

39. You have stated that you plan to take the lead in the effort to leverage a "whole of government" approach to reducing crime.

a) What does a "whole of government" approach mean to you?

b) How do you plan to take the lead on this?

A whole of government approach means each government entity must examine what falls under their purview that can make the city safer. For instance, adequate street lighting deters crime, so the Department of Transportation plays a critical role in maintaining lighting and appropriately managing trees on public space. I will lead by continuing to convene multi-agency teams in the spaces where police and the community can communicate what is needed most to support public safety. For instance, Building Safer Communities Together (see response to Question 31) brings agencies to the community so that our residents and

businesses can communicate directly with the agencies on issues important for public safety. And while MPD may serve as a convener, other agencies must be relied upon to step up and serve in this space. Over the past two months serving as the Acting Chief, I have found our partners to be ready and willing to assist.

40. Please discuss how you plan to address MPD’s recruitment and retention challenges. As Chief, how would you increase the number of candidates in MPD’s pipeline without lowering standards, and what steps would you take to improve retention?

When discussing the Department’s recruitment and retention, it is important to understand broader labor market issues. The “Great Resignation” has shaken up industries and job markets nationwide. The Police Executive Research Forum has been tracking law enforcement staffing trends closely since 2019. The most recent reporting found that: “Resignations are still increasing; responding agencies reported nearly 50 percent more resignations in 2022 than in 2019. While retirements came down a bit in 2022, agencies still reported nearly 20 percent more in 2022 than in 2019.”¹ MPD’s resignations were right on trend, with 2022 being 46 percent higher than 2019. However, retirements were actually 24 percent lower in 2022 than 2019, offsetting the higher resignations. This year both resignations and retirements are down.

At US Park Police, I was able to successfully expand recruitment by mobilizing a sworn recruitment team, which I am putting in place at MPD. We need to build up the successes of digital marketing strategy that was essential during the pandemic, and pivot back to more in person engagement with prospective recruits and to help with more specialized recruiting.

All of the work that we are doing in relation to diversity, equity, and inclusion, officer wellness, and agency culture supports officer retention. These are good investments by the city because public servants who are healthy and well can better serve and support the community. As you know, I came to MPD as its first Chief Equity Officer. I was able to listen to voices throughout the Department, sworn and professional, of every rank and grade. Our work in the diversity, equity, and inclusion, or DEI, space continues, and we are making important strides forward. In that role, I recommended a fundamental restructuring of how the Department handles Equal Employment Opportunity, or EEO, issues. While all allegations are initially handled by the EEO office for intake and preliminary assessment of whether the allegation is an EEO issue, the investigation, if merited, will be handled by the Internal Affairs Division, a team that is experienced in robust investigations. This change, which was implemented this summer, will help to ensure that every employee with concerns is heard and respected. In addition, based on my successful track record at US Park Police in expanding the diversity in promotions and sworn and professional leadership, I will be examining ways to enhance this at MPD.

The Department is also focused on both the physical and mental health and wellness of our members. My experience in New York on 9/11 and its aftermath reinforced for me the importance of helping law enforcement to cope with the challenging social issues they work with every day. Shortly after January 6th, then Chief Robert Contee conducted a public

¹ <https://www.policeforum.org/staffing2023>

debrief with Dr. Beverly Anderson, the head of our Employee Assistance Program, to help destigmatize seeking support for mental wellness and encourage our members to do so as well. Under my leadership as the Chief Equity Officer, we also expanded the Department's Chaplain Corps from one to six faith leaders from our communities volunteering to serving and support our members.

a) Some jurisdictions have seen success using research to formulate evidence-based recruiting practices. How would you incorporate evidence-based recruitment and retention practices?

The Department is actually well recognized as a leader in recruiting practices. We discuss these efforts regularly with other law enforcement leaders, stay informed of emerging practices, and adopt the best that are appropriate for the District.

b) How would you ensure that MPD is measuring the outcomes of particular practices to determine whether they are successful and/or cost-effective?

The Department leverages our strong team focused on research and analysis to assess our practices. We are tracking data to identify changes that align with interventions. However, there are many externalities that we cannot control for. The entire labor market has undergone fairly seismic shifts during and in the aftermath of the pandemic. Moreover, economic measurement and motivation is imprecise. Even the most beneficial of practices will not likely result in large shifts; the gains are likely to be on the margins.

41. As you know, former Chief Contee commissioned an independent assessment of certain aspects of MPD's internal operations from the Police Executive Research Forum (PERF). PERF produced a "cultural assessment" of MPD in March 2023 that included a number of recommendations for the Department. What is your plan to evaluate and/or implement PERF's recommendations?

Under Chief Contee's leadership, MPD began implementing many of the recommendations provided in the PERF report. As promised, the full report has been posted on our website so anyone can review the findings and recommendations. MPD has also posted several responses to update the community and other stakeholders on the progress that has been made. I intend to continue this approach and will continue posting updates as we implement improvements in additional areas.

Once I assumed this role, I met with MPD staff to understand the areas of improvement identified in the assessment. I have also worked with my leadership team to identify and prioritize the most important areas and develop action plans for each.

Three of my top priorities that are related to PERF's recommendations are: 1) building inclusivity in our organization, 2) supporting the well-being of our members, and 3) enhancing our internal communications. As we work to implement improvements in these areas, we will also identify other areas that were highlighted in the PERF report to address as well.

42. There has been substantial public discussion about MPD's allocation of patrol resources across its police districts. Some have criticized MPD for allocating insufficient resources to

areas most affected by violent crime. In addition, PERF's cultural assessment noted that MPD's most junior personnel are disproportionately concentrated in the 6th and 7th Police Districts, which are most affected by violent crime.

As an initial matter, it is important to recognize that Department resources are deployed to meet a variety of different demands. For instance, the workload for patrol is not driven primarily by violent crime. While there are on average fewer than 5,000 DC Code Index violent crimes (homicide, sex abuse, assault with a dangerous weapon, and robbery) per year, the Department responds to more than 500,000 calls for service each year. Patrol officers spend more time on calls for service than on violent crimes, so that has a more significant role in driving deployment.

The Department conducts an analysis every six or seven years to realign align MPD's district, sector, and PSA boundaries to effectively distribute police resources, while also taking into account future population growth, economic development, and most importantly community needs. The current boundaries were established in January 2019; we will be conducting a new realignment process in 2024 with a target date for updated boundaries in January 2025. This effort will include significant data analysis as well as extensive community and stakeholder input.

That said, the patrol resources that are focused on responding to our communities every day are also supplemented by centralized resources that focus on violent crime, such as our Robbery and Armed Carjacking Suppression Initiative and the Violent Crime Interdiction Operation. Whereas trends in calls for service evolve slowly, violent crime patterns can change more quickly, and we must be prepared to respond to those quickly across patrol district boundaries.

a) What is your plan to ensure appropriate levels of staffing across the District, particularly given limited resources?

With staffing at a 50-year low, we are well below the point at which we can provide appropriate staffing. I am working to try to reverse the staffing trend by addressing recruitment and retention, as discussed in my upcoming strategic plan. We are also continually looking for ways to maximize the staffing we do have through strategies such as deploying technology that can be force multipliers or civilianizing certain positions (see response to Question 44). In the meantime, I will continue to work to balance deployment to meet all needs, including patrol and investigations.

b) As Chief, how would you address the relative inexperience of personnel in the 6th and 7th Districts?

As Chief of Police, it is important to ensure all seven of our police districts have experienced officers serving our community. Across the city, members assigned to one of the seven districts have on average 11.3 years of service. Members of our seventh, third, and sixth districts represent the least years of service with 9.5, 10.1, and 10.2 years respectively. Members of our second district have the highest average length of service at 13.8, followed by the first district at 12.5, fourth district at 11.7, and 5th district at 11.4. We have ensured that the sixth and seventh districts have the highest number of Field Training Officers (28 and 21 respectively) out of the 130 across the city.

All officers graduating from the Academy are assigned to patrol, the backbone of the Department and where three out of every five sworn members are assigned. Prior to my tenure as Chief of Police, during 2019 into 2021, the number of officers assigned to the Sixth and Seventh Districts grew while staffing in other patrol districts remained constant or shrank because the majority of officers coming out of the Academy were assigned there. The net impact of this change increased a substantial number of newer members to these districts, which cumulatively lowered the length of service average, but was important to address crime trends.

I will continue to make sure that officers of all of our districts, including the Sixth and Seventh districts, have strong training and are supervised by quality leaders that remain focused on reducing crime throughout our city. Officers will be provided significant professional development opportunities, to include training and continuing education opportunities.

	Jul-23	Jan-23	Jul-22	Jan-22	Jul-21	Jan-21	Jul-20	Jan-20	Jul-19
1D	272	276	274	288	313	323	337	341	347
2D	252	257	266	278	295	314	319	316	313
3D	261	253	266	282	315	323	325	328	330
4D	285	286	276	279	311	318	326	329	326
5D	293	298	306	310	333	340	349	339	343
6D	313	331	341	349	356	375	375	363	352
7D	307	316	344	343	366	379	374	365	357

43. Good communication is key to the success of any organization. One of the most notable findings from PERF's cultural assessment was that many MPD employees feel frustrated by what they perceive as a lack of communication in both directions.

a) As Chief, would you make any organizational changes to ensure that decisions that affect particular employees, and rationales for those decisions, are communicated to those employees?

The most important thing I can do to affect how our leaders and members communicate with one another is by modeling the behavior I expect. As I describe in my response below, I have established a number of different forums so that members at every level of the agency have an opportunity to hear directly from me about my priorities and also have a chance to share their thoughts and ask questions. I have instituted biweekly Executive Staff Meetings and biweekly Leadership Briefings with our lieutenants and above. Every other week, our executive team provides updates to our leaders so they know what is happening across the agency and can be prepared for new initiatives that are coming down the road. These calls are also an opportunity for them to ask questions of me and the executive team. Our strong collaboration with the Fraternal Order of Police is also a conduit for information sharing. As Chief, I have and will continue to set the expectation for information sharing. Over time, this will generate a culture of open communication that will have a direct impact on how our members feel about being part of MPD.

b) Would you make any organizational changes to ensure that employees feel that they are being heard by their superiors about both workplace issues and about their substantive work (e.g., concerns or ideas about strategies and tactics)?

Organizationally, we have established the role of the Chief People and Equity Officer, Angela Simpson. When there are issues that may not rise to the level of EEO discriminatory issues, Ms. Simpson is able to have confidential conversations with employees to provide guidance, coaching and feedback, resources and conflict resolution with co-workers, supervisors and commanding officials. This supports my goal to ensure that our employees feel seen, heard, understood, and valued. Given this role, Ms. Simpson is also able to provide recommendations to me regarding workplace culture and systemic issues.

But simply having an organizational unit is not enough. I want members of MPD to have the opportunity to hear from me directly on the things that matter to them. It is also important to hear from them and provide a space where they can ask questions and get answers. This applies to everyone no matter their rank or position. I have made a point of meeting with members from across the agency, both as the Chief Equity Officer and now as the Acting Chief, and what I have learned from them has informed my vision for the agency.

Our officers who work in the patrol districts are the backbone of this organization so I frequently attend roll calls to speak directly with them. These sessions are often lively with lots of questions and views shared, and are another way for me to keep my finger on the pulse of what matters to our workforce.

I also want to make sure I have the ability to speak directly with our mid-level managers. These leaders play a critical role in both communicating the members' needs up to the command staff and communicating important messages from our leadership down to the members. For this reason, I have established two different forums to ensure they have the opportunity to both hear from our executive team and share with me their feedback.

The first forum is a biweekly leadership call with our lieutenants and above. Every other week, our executive team provides updates to our leaders so they know what is happening across the agency and can be prepared for new initiatives that are coming down the road. These calls are also an opportunity for me to share with them what I have been doing and answer their questions.

The second forum is quarterly meetings that I host – one with just our lieutenants and the other with just our captains. These open forums allow me to hear directly from our managers about their concerns and answer their questions.

Finally, it is important that I establish strong lines of communication with our command staff. As soon as I stepped into this role, I began holding one-on-ones with each member of the command staff so I could understand their roles and develop personal relationships with each of them. I also hold a biweekly Executive Staff Meeting so that our senior leadership team can share upcoming issues for everyone's awareness.

As I noted in my earlier response, my role as a leader in this organization is to model the behavior I expect of our leaders. By setting the standard, and holding people accountable for meeting it, I can help shift the culture to one where employees feel they are heard.

44. One avenue to reduce strain on police departments' limited resources is to civilianize certain law enforcement positions. MPD has done this to an extent. As Chief, would you pursue larger-scale civilianization? If so, please discuss how you would approach this effort. If not, please explain why not.

Our professional or civilian staff is critical to the success of our agency. Our professional staff handle diverse functions from fleet, records, and technology, to analysts, attorneys, curriculum, and agency leadership, helping MPD to better serve our community every day. For more than two decades, MPD has invested in civilianizing roles and functions for which police authority is not needed. I fully support this effort and hope to continue with it in future budgets.

That said, the agency has also learned that civilianization is not a panacea. Turnover tends to be higher for professional employees, in part because there is neither an expectation nor a framework that it will be a 25-year career, as there is for sworn employees. Each successive generation seems to be less interested in long term careers. This is perhaps more true now than ever as the labor market has undergone significant shifts during and in the aftermath of the pandemic. We are paying close attention to other governments and industries to learn collectively how we can continue to attract and retain dedicated employees in the wake of this evolution. I believe my focus on employee wellness and development will make the Department attractive to prospective employees, just as our focus on service to our community continues to be a clarion call for people committed to public service.

I hope you find this information helpful. Please do not hesitate to contact me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Pamela A. Smith". The signature is fluid and cursive, with the first name "Pamela" being more prominent and the last name "Smith" following in a similar style.

Pamela A. Smith
Acting Chief of Police

cc: Muriel Bowser, Mayor
Lindsey Appiah, Deputy Mayor for Public Safety and Justice

Pamela A. Smith

PROFESSIONAL EXPERIENCE

ACTING CHIEF OF POLICE, METROPOLITAN POLICE DEPARTMENT, WASHINGTON, DC (July 2023 – Present)

**ASSISTANT CHIEF OF POLICE, HOMELAND SECURITY BUREAU, WASHINGTON, DC
METROPOLITAN POLICE DEPARTMENT (April 2023 – July 2023)**

- Collaborates with local, state and federal agencies regarding all 1st Amendment activities, special event planning and critical incidents occurring within the districts.
- Provides operational support to patrol operations to reduce crime and fear of crime with specialized patrol and tactical resources.
- Works with agency heads to improve information-sharing, process relevant information, and provide actionable intelligence to the appropriate personnel.
- Oversee the administrative and operational functions of the Special Operations Division, Joint Strategic & Tactical Analysis Command Center, and the Office of Intelligence.
- Coordinates with Bureau Chiefs to create crime fighting strategies
- Serves as the Chairperson for Use of Force Review Board
- Conducts bi-weekly Law Enforcement Partnership Briefings to ensure information-sharing between all National Capital Area regional partners.
- Serves as the Vice-Chair on the Regional Emergency Support Function (ESF)-13 Police Chief Committee with the Council of Governments.
- Collaborate with DC government businesses and department heads to discuss law enforcement security measures across all Districts.

CHIEF EQUITY OFFICER, OFFICE OF THE CHIEF, WASHINGTON, DC METROPOLITAN POLICE DEPARTMENT (MPD) (May 2022 - April 2023)

- Served as the MPD's Equity Strategist
- Developed the Diversity, Equity and Inclusion (DE&I) Strategic Plan
- Conducted Listening Sessions at all seven MPD patrol districts to assess the culture of the MPD from a DE&I perspective.
- Served as the MPD liaison for the Police Executive Research Forum that conducted an organizational health assessment to review MPD's policies and practices related to diversity, equity, and inclusion, in multiple areas.
- Oversaw the Directorates for Employee Well-Being Support (EWBS) and MPD Equal Employment Office (EEO)
- Developed and implemented a staffing analysis plan for the EEO Office to ensure

Question 8A

layers of supervision within the program.

- Attended agency mediations for EEO related matters
- Provided EEO and DE&I Training to Cadets, Recruit Officers, Supervisors Training, Chaplain Corps, and Promotional Training
- Supported the hiring of six new members of the Volunteer Chaplain Corps Program
- Oversaw the 30x30 initiatives for MPD

CHIEF OF POLICE, UNITED STATES PARK POLICE, Washington, DC (February 2021 – April 2022 - Retired)

- Oversaw police management, law enforcement, and crime prevention for the National Park Service (NPS), United States Park Police (USPP).
- Led a law enforcement organization with over 600 employees and administered (supervised/managed) a budget of \$120 million, to ensure public safety and resource protection functions for iconic infrastructure across DC, New York, NY, San Francisco, CA and Glynco, GA.
- Managed a geographically dispersed, multi-jurisdictional law enforcement program that encompasses progressive police management techniques, organizational management practices, and interagency collaboration.
- Planned, supervised, and evaluated the agency operations across three geographic regions.
- Developed policies and procedures for the USPP mandated by law to ensure efficient operations of the agency.
- Hired 72 new police officers in my first year as Chief of Police and 20 professional staff members during my first year as Chief.
- Planned, organized, administered, reviewed and evaluated the operations of the law enforcement program across three geographic regions.
- Oversaw the hiring of new officers and professional staff members, and managed the attrition of members retiring and departing from the agency.
- Oversaw the development of the USPP Strategic Plan for the next four years that focused Enhanced Public Service and Engagement, Relevant use of Technology and Employee Workforce Development. We also focused on leveraging relationships with the community, residents, stakeholders and partners in the communities we served in Washington, DC, NY and San Francisco.
- Developed a new policy for the Body Worn Camera Program and deployed Body Worn Cameras to all officers assigned to the San Francisco Field Office within the first 60 days of my tenure as Chief of Police.
- Promoted 24 USPP members to fill critical vacant positions to ensure continuity of operations for the efficiency of the Force.
- Served as the principal advisor on the National Security Council (NSC) where we focused on national security efforts, collaboration with local, state and federal agencies within the National Capital Region.
- Assisted the U.S. Capitol Police in writing the Critical Incident Response Plan as a member of the National Security Council.
- Conducted monthly labor management meetings with the Fraternal Order of Police to

Question 8A

- discuss the collective bargaining matters.
- Engaged in bi-weekly meetings with the Associate Director, Visitor and Resource Protection regarding crime related initiatives, crime reduction plan in all areas and partnership initiatives with other agencies.
- Conducted briefings with the National Park Service Director, Secretary of the Interior and Executive Members to discuss USPP security planning efforts related to 1st Amendment Activities and the 59th Presidential Inauguration.
- Testified before the Appropriations Committee and Members of Congress on the US Park Police response to the United States Capitol on January 6, 2021.
Met with Members of Congress and political officials regarding the US Park Police law enforcement efforts in the National Capital Region and other regions US Park Police is assigned.
- Developed staffing plan and staffing analysis to ensure appropriate resources for all geographic areas based on criminal data.
- Met weekly with the Criminal Investigations Unit to develop crime reduction plans and initiatives in high crime area based on the data analysis conducted that focused on patterns of behavior.
- Conducted weekly meetings with the Office of Professional Responsibility to review police misconduct cases and review policy to ensure compliance with laws and regulations.

DEPUTY CHIEF, FIELD OPERATIONS DIVISION, UNITED STATES PARK POLICE, Washington, DC (June 2020 – February 2021)

- Senior ranking official with progressive experience at the command level with an operating budget of \$33 million (of \$116 million total).
- Responsible for managing 275 sworn and non-sworn employees in the Patrol Branch, Criminal Investigations, Support Services, Secretary of Interior Protection Detail, and the San Francisco Field Office.
- Provided leadership and direction to a diverse group while encouraging operational excellence.
- Established strategic relationships within all levels of the organization, external partners and stakeholders.
- Delivered incident briefings to high level government executives and partner agencies on behalf of the Chief of Police to facilitate communication and investigative efforts.
- Serve in partnership with the Chief's Office in the overall management of the organization. Represented the Chief of Police as designated in a variety of capacities.
- Directly supervised and coordinated the operational activities of two Majors to ensure the efficient and effective day to day activities of the Force.
- Formulated, interpreted, and analyzed policy standards, programs, and

Question 8A

procedures employed by the Force in my area of responsibility to ensure development and application of the most appropriate law enforcement techniques and procedures.

ACTING DEPUTY CHIEF, HOMELAND SECURITY DIVISION, UNITED STATES PARK POLICE, Washington, DC (June 2020 – August 2020)

- Oversaw full range law enforcement services specifically related to the Special Forces Branch (Special Weapons and Tactical Unit, Aviation, Canine, Special Events and Motors) and ICON Protection Unit (Central District Station) in the Washington Metropolitan Area and the New York Field Office.
- Oversaw and approved plans for Force operations at large public events, celebrations and demonstrations occurring within the National Capital Region.
- Supported the operational plans for all Presidential and Vice-Presidential escorts, dignitaries, and foreign heads of state visiting the National Capitol Area.
- Aligned functions and support services with the overall mission and functions of the Force and the Branch.
- Fostered a team-oriented environment through leading and supervising commanders to assist in enhancing unit operations.

MAJOR, NEW YORK FIELD OFFICE, HOMELAND SECURITY DIVISION, UNITED STATES PARK POLICE, Brooklyn, NY (February 2018 to June 2020)

- Provides leadership to accomplish the mission, goals and objectives of the Field Office.
- Developed law enforcement strategies and plans to ensure optimal performance in the oversight of the New York Field Office.
- Assumed overall management responsibility of day-to-day operations including administrative and operational activities, supervision of 134 sworn and non-sworn employees; operating budget of approximately \$19.6 million.
- Developed and maintained effective partnerships with local, federal and state law enforcement agencies to create positive cross-functional relationships.
- Encouraged workforce diversity and mentoring amongst supervisors /officers to ensure positive work. Fostered an environment of personal accountability to ensure a hostile and harassment-free work environment.
- Routinely provided input to budget formulation and budget execution for the field office. Approved expenditures, contracts purchase requests, and implemented budgetary adjustments as appropriate. Forecasted funds needed for equipment, materials and supplies.
- Briefed and advised senior law enforcement officials (internally and externally) regarding icon security and public safety concerns. Coordinate law enforcement support activities with local, state and federal agencies
- Oversaw labor/management meetings; EEO related matters.

Question 8A

- Coordinated Departmental level responses to congressional and media inquiries.
- Serve as a member of the Department of Interiors EEO Interdisciplinary Team

ACTING DEPUTY CHIEF, HOMELAND SECURITY DIVISION, UNITED STATES PARK POLICE, Washington, DC (November 2018 - February 2019)

- Oversaw budget development, presentation and monitored budget allocations.
Assisted with contract approvals.
- Drafted, composed, reviewed and edited a variety of written documents and policies.
- Approved plans for special event – National Christmas Tree Lighting Ceremony
- Attended daily briefings with NPS Directorate during furlough.

CAPTAIN, ACTING REGIONAL CHIEF RANGER (SOUTHEAST REGION), NATIONAL PARK SERVICE, ATLANTA, GA (November 2017 – FEBRUARY 2018)

- Selected by the Southeast Regional Director to serve on a detail as Acting Regional Chief.
- Oversaw 60 parks law enforcement programs and fire management programs.
- Conducted audits and assessments of law enforcement programs in the region to ensure compliance with program policies.
- Provided guidance and supervision for law enforcement personnel in the region
- Routinely provided weekly program management briefings to the Regional Director.
- Collaborated with local, state, federal partners for all 1st Amendment activities and special events coordinating in federal parks.

CAPTAIN, NATIONAL LAW ENFORCEMENT SPECIALIST, WASHINGTON ADMINISTRATIVE SERVICING OFFICE, WASHINGTON, DC (May 2016 to November 2017)

- Developed, analyzed and evaluated the effectiveness of law enforcement policies, programs and practices National Park Service - Reference Manual-9.
- Provided technical advice on the development of policy documents for the national law enforcement programs.
- Fostered partnerships with Departmental, Bureau, WASO, Regions, Parks and stakeholders for law enforcement and emergency management.
- Briefed NPS Directorate on law enforcement policies and procedures.
- Oversaw expenditures related to Emergency Law and Order funding requests for emergency law enforcement requests.
- Conducted audits and assessments of law enforcement programs within the National Park Service to ensure compliance with policy.
- Coordinated law enforcement support and services during national emergencies for Emergency Support Functions (ESF-13).
- Drafted and reviewed proposed policy changes for National Park Service Reference Manual-9.

CAPTAIN, ASSISTANT COMMANDER, FIELD OPERATIONS DIVISION, SAN FRANCISCO FIELD

OFFICE, UNITED STATES PARK POLICE, SAN FRANCISCO, CA (October 2014 – May 2016)

- Assisted with the management of the San Francisco Field Office budget inclusive of reimbursable agreements, inter-agency agreements with the Presidio Trust and the United States Park Police; operating budget approximately \$10 million dollars.
- Established partnerships with internal and external partners; stakeholders: local, state, and federal law enforcement agencies.
- Oversaw the development and implementation of Incident Action Plans for Special Events and 1st Amendment Activities.
- Participated in the design, development and implementation of the USPP's five-year strategic plan (2017-2021).
- Facilitated team building strategies to develop short term and long-term goals to address the increase in larceny from autos.
- Represented the Field Office at Presidio Trust and GGNRA management meetings.
- Conducted community meetings with Presidio Trust residents.
- Developed crime reduction strategies for theft from autos

LIEUTENANT, OPERATIONS COMMANDER, FIELD OPERATIONS DIVISION, SAN FRANCISCO FIELD OFFICE, UNITED STATES PARK POLICE, SAN FRANCISCO, CA (December 2013 – October 2014)

- Coordinate the organization, staffing, and operational activities on assigned shifts.
- Planned and facilitated all union and management meetings.
- Managed financial operating requirements to ensure accounting procedures for inter-agency agreements were met.
- Oversight of the personal costs led to the findings of being overcharged by a local utility company.
- Represented the USPP during internal and external public safety briefings to address law enforcement concerns.
- Implemented EEO training for managers to ensure accountability for a hostile-free work environment.
- Evaluated personnel, provided mentoring opportunities for officers

LIEUTENANT, EXECUTIVE OFFICER TO CHIEF OF POLICE, OFFICE OF THE CHIEF, UNITED STATES PARK POLICE, WASHINGTON, DC (December 2011 – December 2013)

- Provided day-to-day administrative support to the Chief of Police and the Office of the Chief.
- Supervision of the Public Affairs Office.
- Conducted media interviews and responded to media inquiries related to law enforcement matters.
- Served as Public Affairs Officer with 23 other agencies during the 57th Presidential Inauguration.

Question 8A

- Proctored written promotional examination for candidates at the rank of Sergeant.
- Planned and coordinated Force graduation and promotion ceremonies.
- Administrative duties as assigned by the Chief of Police and Office of the Chief.

LIEUTENANT, SHIFT COMMANDER, FIELD OPERATIONS DIVISION, UNITED STATES PARK POLICE, WASHINGTON, DC (August 2011 – December 2011)

- Oversaw the daily patrol operations of four districts and the national ICONS in the Washington Metropolitan Area.
- Provided support to supervisors during critical incidents and/or major crime activities.
- Provided operational support and oversight to line supervisors for leave requests, time and attendance, media inquiries and scene management of crime scenes.
- Completed shift reports and provided guidance to Sergeants.

SERGEANT, TRAINING OFFICER, WORKFORCE AND DEVELOPMENT DIVISION, UNITED STATES PARK POLICE, Washington, DC (January 2011 – August 2011)

SERGEANT, CLASS COORDINATOR, FEDERAL LAW ENFORCEMENT TRAINING CENTER, UNITED STATES PARK POLICE, Glynco, GA (March 2009 – January 2011)

POLICE OFFICER, INSTRUCTOR, FEDERAL LAW ENFORCEMENT TRAINING CENTER, UNITED STATES PARK POLICE, Glynco GA (November 2008 – March 2009)

POLICE OFFICER, CANINE (K9) HANDLER, HOMELAND SECURITY DIVISION, NEW YORK FIELD OFFICE, (June 2004 – March 2008)

POLICE OFFICER, NEW YORK FIELD OFFICE, HOMELAND SECURITY DIVISION, UNITED STATES PARK POLICE, STATEN ISLAND, NY (November 2000 – November 2004)

POLICE OFFICER, SAN FRANCISCO FIELD OFFICE, FIELD OPERATIONS DIVISION (May 1998 – November 2000)

RECRUIT OFFICER, FEDERAL LAW ENFORCEMENT TRAINING ACADEMY, UNITED STATES PARK POLICE, GLYNCO, GA (January 1998 – May 1998)

CORRECTIONAL OFFICER, FEDERAL BUREAU OF PRISONS - Metropolitan Correctional Center NY, NY (September 1997-December 1997)

New York City Probation Officer, New York City Department of Probation, NY, NY (June 1997-September 1997)

Social Worker, Society for Seamen's Children, Staten Island, NY (June 1993- June 1997)

Job Developer, Staten Island Children's Council, Staten Island, NY (March 1993 – June 1993)

Group Home Supervisor, Mount Loretta Group Home, Staten Island NY (August 1992-March 1993)

Seasonal Park Ranger, National Park Service, Staten Island, NY (May 1992-August 1992)

ATTACHMENT

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GOVERNMENT OF THE DISTRICT OF COLUMBIA
METROPOLITAN POLICE DEPARTMENT



**On the Nomination of Pamela A. Smith
to the Position of
Chief of the Metropolitan Police Department**

Testimony of
Pamela A. Smith
Acting Chief of Police

Before the
Committee on the Judiciary & Public Safety
Council of the District of Columbia
The Honorable Brooke Pinto, Chair

September 27, 2023
1350 Pennsylvania Avenue, NW, Room 500
Washington, DC 20004

It is the mission of the Metropolitan Police Department to safeguard the District of Columbia and protect its residents and visitors with the highest regard for the sanctity of human life. We will strive at all times to accomplish our mission with a focus on service, integrity, and fairness by upholding our city's motto, Justitia Omnibus -- Justice for All.

Good afternoon, Chair Pinto, members and staff of the Committee, other Councilmembers, and everyone in our great city watching us today. I am Pamela A. Smith, Acting Chief of Police for the Metropolitan Police Department (MPD). I am truly humbled and honored to be here today to testify before you as Mayor Muriel Bowser's nominee to be the next Chief of Police of the Metropolitan Police Department. I want to extend my appreciation to Mayor Bowser for her ongoing support. I approach this assignment with commitment and a strong sense of responsibility for leading the men and women of our great police department.

I would like to thank the members of the Council, all of whom made time to meet with me in August. I am confident that we will be able to work together to support public safety in the District of Columbia. Although we may not always immediately agree on the path, we share the same goal of a safe city for all.

Before I begin talking about the District and the Metropolitan Police Department, please allow me to start our conversation by sharing more about my journey that has led me to this point of my career. I am a native of Pine Bluff, Arkansas, where I spent my formative years as a young person. My experiences gave me an unwavering drive to push through and excel. As a 9-year-old, although I had no vision beyond the city limits of Pine Bluff, I noted in my diary that I wanted to grow up to be a police chief. I'm not sure I understood the magnitude of that journal entry at such a young age, but I have no doubt it planted a seed, giving me hope in the promise of dreams coming true and ultimately, believing that all things are possible.

I grew up in an environment where my father was addicted to drugs and my mother gave birth to her first child as a 16-year-old married teenager. By the time she was 21, she was divorced and left to raise three young children by herself. She was challenged with many issues that she experienced from her childhood, which made it difficult for her, at times, to create a household filled with love or compassion.

As a child, I didn't quite understand how to protect myself or my siblings from some of the physical abuse, but as a teenager, I found solace in attending church. I invited my siblings to attend with me and it was the one place we looked forward to going weekly, to find a place of refuge. It was where I had the opportunity to be of service to others and to not remain focused on the circumstances in my household. Maybe that's why law enforcement was so appealing to me as I carry that same protective spirit with me today as your acting Chief of Police.

I later realized that Pine Bluff at that time did not have a system to assist single mothers, so my mother did not have options for support. Due to her addiction, the Arkansas Department of Human Services eventually removed us from her care and placed us into a foster home. Despite



the fact that my mother was dealing with her own challenges, I would have preferred being home rather than in a foster care system that was not focused on the reunification of our family.

Nevertheless, one of my greatest moments of elation in my young life was having a loving family who saw something special in me and gave me a second chance at life – another chance to find hope in what seemed to me was a hopeless situation, a chance to prove to myself that I could overcome the adversities of life and fulfill those dreams that resonated in my mind. I will forever be thankful for the Thomas family who took me in and adopted me during my last years of high school and helped to provide a sense of normalcy and love in a home I craved for so long. That instilled in me a “pay it forward” gratitude that I apply in all that I do today. Why? Because they took a chance on me!

One of the highlights of my high school career was joining the track team. I was coached by the late, great Andrew Butler at Pine Bluff High School. Coach Butler helped shape me into the strategic thinker that I have been most of my adult life. He reassured me that despite what I was going through, running would help me to win in life. I didn’t receive a trophy if I didn’t win the race, but I was encouraged to train more, study harder, and look within if I was trying to win. He would always tell me not to look at others to accomplish my goals, but to always look within myself. I adopted his coaching style throughout my journey in college at the University of Arkansas at Pine Bluff where I was a member of Track and Field and was Three Time All-American in Track and Field. I have used the same techniques when approaching tasks or assignments that are very personal to me.

As I look back on those days, I gained many life lessons – how to find the positive in negative situations, how to face my fears, how to push through adversity and find a way to maintain emotional peace and some sense of normalcy in life, despite the things I could not control.

I’m also grateful that as an adult, I became more accepting of my birthparents. As I grew in my ministry, the Bible scripture to honor your parents convinced me to do just that. I’m grateful I was allowed many years to spend time with my mom and dad to reconcile our relationship before they passed away. Although, they are no longer here, I am confident they would be very proud of all of their children and how we embraced our circumstances to become productive people in today’s society.

These experiences have shaped and molded me into the woman you see in front of you today. So much of what happened in my life is what’s happening in many homes across the country today. As I have had the opportunity to visit with many young people in the last two months, I have seen that some of them are living stories similar to mine. I empathize with them and want to help them as others helped me as a young person. Everyone deserves a chance, and I want to be able to bring that compassion and spirit to my work as the Chief of Police.

Before committing myself to the profession of law enforcement, I spent time as a National Park Service seasonal ranger, a social worker who passionately focused on keeping kids out of the foster care system, a New York City Probation Officer, and a Federal Bureau of Prisons Corrections Officer before joining the ranks of the United States Park Police (USPP) in 1998.



Through service and law enforcement, I believed I found my passion due to my strong desire to serve and help guide others in the right direction. While working for Park Police, I had the opportunity to serve in four different jurisdictions: the District of Columbia, New York, Atlanta, and San Francisco. I worked with local crime fighting strategists in each of these jurisdictions. I rose through the ranks until I retired in 2022 as the first African American woman to serve as Chief of Police in the agency's 230-year history.

I'm proud and appreciative to have served 25 years in law enforcement with a decorated career. I achieved numerous commendations and awards. And I am honored and humbled to have the opportunity to continue this path forward if confirmed to lead MPD as the next Chief of Police.

I joined MPD in 2022 as the first Chief Equity Officer and was able to focus on learning and examining MPD's culture, build relationships across the department, and drive meaningful change, ensuring that diversity, equity, and inclusion (DEI) remain a priority in the department. While I passionately and thoroughly enjoyed the DEI work, I was proud to answer the call and promotion to the Assistant Chief of Police, Homeland Security Bureau (HSB), where I led the operational and administrative functions of the Special Operations Division, Joint Strategic & Tactical Analysis Command Center, and the Office of Intelligence. This was a great opportunity to reconnect with so many of the local, state and federal partners I had previously collaborated with while at Park Police and an even more meaningful way to continue to strengthen those professional relationships.

* * * *

My past experience has led me to this great honor of being nominated to serve the District of Columbia as the next Chief of Police of the Metropolitan Police Department. It was a privilege to join MPD in 2022, to work with its dedicated team of sworn officers and civilian professionals, in once again serving the great city of the District of Columbia. I come to this position ready to work with members of the community and our partners in non-profits, business, and government to help create a safer city for all that fulfills the promise of our values of equity and inclusion. And my fundamental perspective is that in this position, my role is not to jettison the ongoing good work in the Department, the government, and our neighborhoods, but to build on it and continue the progress, or to bring a new perspective that can help us move to the next level, together. Over the past two months, I have worked with the talented team at MPD to identify top priorities, launch new initiatives, and develop a strategic plan that is now available on our website at mpdc.dc.gov. I am pleased to highlight some of these priorities and initiatives here today.

I recognize that I have begun my tenure as the District is facing some critical public safety challenges. But that also means there is an opportunity to have a significant impact in our community and the Department. The most pressing concern that I have heard from community members since being nominated is the increase in robberies and carjackings and the fear that this creates. Homicides and shootings are also up this year, leading to a 36 percent increase in DC



Code index violent crime so far this year.¹ Much of this was driven by a sharp uptick this summer. While we have a lot of work to do to overcome the violence we have seen in our community this year, I believe the initiatives that I will brief you on today are helping to interrupt this cycle and make our city safer. Looking at the past 30 days compared to the prior 30 days, homicides are down 37 percent, carjackings are down 27 percent, and robberies are down 23 percent.²

In 2023, we have seen too many groups of youth and young adults committing strings of carjackings and robberies. From my first day as the Acting Chief of Police, I have been working with the MPD team and our partners to develop and deploy tactics that will help us to interrupt these patterns and make our streets safer for everyone in Washington. The week after my nomination, I launched the Violent Crime Suppression Initiative. Originally focused on just robberies and carjackings, the initiative focuses additional resources in the areas and at the times when our robberies, carjackings, and shootings occur. To ensure a high level of citywide coordination, each operation is led by a designated Incident Commander, and the Joint Operations Command Center is activated. This facilitates communication across police districts, ensuring that officers operating in one district have current information about emerging crime patterns in other districts.

As with many of MPD's initiatives, our public safety partners are also involved in and support this effort. During the operational period, MPD coordinates with federal law enforcement agencies, local university police departments, Metro transit police, and agencies from surrounding jurisdictions. This partnership is critical to MPD's ability to impact violent crime and increase safety for our communities.

In 2023, almost two-thirds of all arrests for carjackings have been youth under 18 years of age. Three-quarters of the carjackings have been committed while armed with a gun, increasing the risk to the community substantially. While the overwhelming majority of youth in the District have no involvement with crime, when some children as young as 12 are engaging in carjackings and other dangerous crimes, victimizing individuals and communities while increasing their own risks for later criminal involvement or victimization, it is clear that the current strategies are not an effective deterrent. MPD has continued to arrest juveniles for crimes when appropriate, and the Council and prosecutors have taken recent steps to try to address this concerning trend. In July, the Council enacted legislation to ensure that youth engaged in the most serious crimes may be detained pending trial – where they can receive appropriate supportive and rehabilitative services. A month ago, the US Attorney for the District of Columbia (USAO) reinforced that, when a 16 or 17-year-old is charged in a spree or pattern of armed robberies, prosecutors should strongly consider prosecuting that juvenile as an adult. So far in 2023, the USAO has charged nine juveniles as adults for armed robberies, including armed

¹ Homicide, sex abuse, assault with a dangerous weapon, and robbery, through September 24, as of September 25, 2023.

² Current 30 days (08/26/23 through 09/24/23) compared to prior 30 days (07/27/23 compared to 08/25/23).



carjackings. While these steps may be necessary, our preference is to work with youth to deter at-risk behavior.

As I highlighted earlier, my commitment to working with at-risk youth comes in part from my childhood, and also from my early professional career when I served as a social worker in New York. I know that we need to support at-risk youth and their families both before they get involved in delinquent or criminal behavior, as well as after any involvement in the juvenile justice system. In a new step to help reach some of the youth before they are involved in crime, earlier this month we partnered with the Department of Rehabilitation Services (DYRS) to address youth who are violating DC's juvenile curfew law. DYRS is operating a curfew center so that when police pick up a youth violating curfew who cannot be immediately turned over to their parents or guardian, the youth and their families can be assessed for services and support. This is critical when we are seeing groups of youth staying out late in specific areas where we have also seen pattern robberies and carjackings. To be clear, curfew violators are not arrested and do not have an arrest record. Our goal is to get youth off the street to reduce their risk of becoming a victim of or getting involved in violent crime. This month, MPD has picked up 28 youth violating curfew, of which half have been taken to DYRS.

I am committed to working with families, neighborhoods, and community and government partners to engage with youth to keep them safe and deter them from becoming involved with crime. To support this focus, I have realigned our resources within the Youth and Family Engagement Bureau to create the new School Safety and Community Engagement Division.³ The new division supports a safety strategy in and around our schools as well as community events and outreach initiatives designed for both youth and adults. The division will work to assist District families through meaningful engagement, facilitating connections to essential services and accessible resources, and extending community outreach efforts. We are also bringing Officer Friendly – a positive symbol of MPD for generations of Washingtonians – back to our schools and our neighborhoods.

Of course, having a community engagement division does not change the fact that our patrol officers are engaging with the community every day in every neighborhood. We know that we must be intentional in our efforts to build relationships and trust. Residents want to see officers not just at events, but on our streets. That is why I have directed all of our patrol districts to conduct at least one scheduled community walk each week, providing an opportunity for patrol leaders to hear directly from a variety of community members and to see neighborhoods streets through their eyes. Agency partners are also frequently joining our walks so they can follow up on issues needing attention, such as lighting, trees, and trash. This focus does not stop with community walks; patrol district leaders are working to spend more time in the neighborhoods with community.

³ The new School Safety & Community Engagement Division combines previously distinct units, including the School Safety Division, Youth Intervention and Prevention (YIP), Side by Side Band, and community affairs/events.



Not only does this build relationships, but it also reinforces to our officers the behavior and policing we want to see. About a quarter of our sworn members have been on the Department for less than six years; their perspective and experience has been shaped by COVID and large demonstrations, online meetings and January 6th. On the positive side, they have seen first-hand why MPD must always be prepared to support the city through major changes and emergencies. However, we must also ensure these officers see and understand the foundations in law enforcement, such as good community policing.

To help address communities facing more entrenched issues related to narcotics and disorder, we have launched Multiagency Police and Community Together, or MPACT. MPACT is a 3-phase effort where first MPD conducts enforcement initiatives in partnership with other law enforcement and criminal justice agencies. The second phase is engagement, which exemplifies the whole of government approach by bringing resources and services directly to the community. This second phase is critical to the sustainability of the effort. Lastly is celebration, through which the community can enjoy their neighborhood with their neighbors and public servants. These efforts have taken place around the city, including in Shaw, Minnesota Avenue, and Gallery Place / Chinatown.

Community members have also raised concerns about safer streets for all from speeding and reckless driving. To help address this, MPD is conducting Traffic Safety Compliance Checkpoints throughout the city at least twice a month. The high-visibility checkpoints focus on promoting safe driving, providing education, traffic violation enforcement, along with taking suspected impaired drivers and unsafe drivers off the road. During these checkpoints, MPD has stopped 800 vehicles, issued nearly 600 traffic tickets and 400 warning tickets, made 35 arrests, and given away 23 child car seats.

While these are concerns raised in many community meetings in the past two months, it is important to recognize that there is great diversity in our communities. Diversity in demographics, national origin, sexual orientation, ability, and others can contribute to a diversity of concerns and priorities. We are continually working make sure that the needs of all of our community members are met. For instance, in August and September we were pleased to host 60 residents in a Community Engagement Academy (CEA) conducted in Spanish. Each week during these periodic Academies, participants learn about a different aspect of MPD's work, including recruit training, patrol services, common policing scenarios, and use of force. To help serve our community members with limited English proficiency, this month we also launched a new process to ensure that parties involved in a police incident or traffic crash can request a translated report. And in 2024, we will develop refresher training on issues of importance to the LGBTQ+ community to be delivered in 2025 to ensure our members are well prepared to welcome and support the large numbers of visitors expected to travel to DC as we host World Pride 2025.

We are also committed to working to meet the needs of community members facing chronic or crisis behavioral health challenges. MPD is an active partner with the Department of Behavioral Health (DBH), Fire and EMS, the Office of Unified Communications, and local hospitals to try



to reduce criminal involvement and unnecessary emergency room visits for these individuals. I have already met with Dr. Bazron to discuss our ongoing partnership with DBH. We are particularly looking forward to the launch of the DC Sobering and Stabilization Center and new DBH behavioral health professionals who will be joining our Co-Response Team, all expected to launch this fall. Just this morning we learned that MPD has been awarded a grant by the Department of Justice that will allow us to expand the co-response pilot into the Seventh District. We are also wrapping up our two-year project to ensure all members have been trained in either Mental Health First Aid (20 hours) or as Crisis Intervention Officers (40 hours).

We recognize that all of these efforts, while comprehensive, may not be sufficient to reverse longer trends in violent crimes, traffic safety, and community relationships. However, they illustrate how a willingness to continually work together to assess and try new approaches will be successful in the long run. That is what I am committed to bringing to MPD and our communities.

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In addition to focusing on pressing community needs, it is critical that MPD continue to address employee well-being. These are good investments by the city because public servants who are healthy and well can better serve and support the community. As you know, I came to MPD as its first Chief Equity Officer. I was able to listen to voices throughout the Department, sworn and civilian, of every rank and grade. Our work in the diversity, equity, and inclusion, or DEI, space continues, but we are making important strides forward. In that role, I recommended a fundamental restructuring of how the Department handles Equal Employment Opportunity, or EEO, issues. While all allegations are initially handled by the EEO office for intake and preliminary assessment of whether the allegation is an EEO issue, the investigation, if merited, will be handled by the Internal Affairs Division, a team that is experienced in thorough investigations. This change, which was implemented this summer, will help to ensure that every employee with concerns is heard and respected. In addition, based on my successful track record at Park Police in expanding the diversity in promotions and sworn and professional leadership, I will be examining ways to enhance this at MPD.

The Department is also focused on both the physical and mental health and wellness of our members. My experience in New York on 9/11 and its aftermath reinforced for me the importance of helping law enforcement to cope with the challenging social issues they see every day. Shortly after January 6th, then Chief Robert Contee conducted a public debrief with Dr. Beverly Anderson, the head of our Employee Assistance Program, to help destigmatize seeking support for mental wellness and encourage our members to do so as well. In October, I will host my own conversation with Dr. Anderson that will be broadcast live for MPD members. This reinforces the discussions I have consistently had with members about the importance of paying attention to their own wellness and mental health. In addition, under my leadership as the Chief Equity Officer, we expanded the Department's Chaplain Corps from one to six faith leaders from our communities volunteering to serve and support our members. We are also working to establish a peer support program.



These internal initiatives align with the assessment of MPD organizational culture by the Police Executive Research Forum (PERF). Upon the request of then Chief Contee, PERF identified opportunities for improvements and suggested options to help address the issues raised. PERF recommended working to strengthen inclusivity in our organization, support the well-being of our members, and enhance our internal communications, which align with my priorities as well.

I know that these efforts will make MPD a better place for our employees to work and thrive. This is vital as we face the lowest staffing levels in 50 years, with challenges in both recruiting and retention, mirroring trends in law enforcement and the labor market generally across the nation. At Park Police, I was able to successfully expand recruitment by mobilizing a sworn recruitment team, which I am putting in place at MPD. We need to reinvigorate recruiting efforts that had pivoted to marketing and virtual platforms during the pandemic. I have added sworn members back to the recruiting team to support in person engagement with prospective recruits and to help with more specialized recruiting. We have also increased employee bonuses for referring individuals who successfully complete the Cadet Program (\$2,000) or recruit training (\$5,000). Direct recruitment by dedicated MPD employees is certainly one of the most effective ways to attract energized and committed new officers. Efforts this year are paying off, with attrition to date down 16 percent compared to last fiscal year, and 21 new officers starting this past Monday, the largest class in more than a year. This gives reason for some optimism in this critical area.

* * * *

In closing within and outside, thank you for the opportunity to speak before you today. I am passionate about serving the city and the Department so that the District will be a safe and vibrant city for all residents and visitors. With my experiences both within and outside MPD, I bring a fresh perspective and energy to my work. I appreciate your consideration of my nomination and am happy to answer any questions you have.



ATTACHMENT

D



OFFICE OF THE GENERAL COUNSEL

Council of the District of Columbia
1350 Pennsylvania Avenue NW, Suite 4
Washington, DC 20004
(202) 724-8026

MEMORANDUM

TO: Councilmember Brooke Pinto

FROM: Nicole L. Streeter, General Counsel *NLS*

DATE: October 23, 2023

RE: Legal sufficiency determination for Proposed Resolution 25-384, the Chief of the Metropolitan Police Department Pamela A. Smith Confirmation Resolution of 2023

The measure is legally and technically sufficient for Council consideration.

The proposed resolution would confirm the appointment of Ms. Pamela A. Smith as the Chief of the Metropolitan Police Department, in accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01). If confirmed, Ms. Smith would serve a 4-year term.

I am available if you have any questions.

ATTACHMENT

E

1 **Committee Print of PR 25-384**
2 **Committee on the Judiciary and Public Safety**
3 **October 24, 2023**
4
5

6 A PROPOSED RESOLUTION
7

8 25-384
9 _____

10
11 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA
12
13 _____
14
15

16 To confirm the appointment of Ms. Pamela A. Smith as Chief of the Metropolitan Police
17 Department.
18

19 RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this
20 resolution may be cited as the “Chief of the Metropolitan Police Department Pamela A. Smith
21 Confirmation Resolution of 2023”.

22 Sec. 2. The Council of the District of Columbia confirms the appointment of:
23

24 Ms. Pamela A. Smith
25 Half Street, SE
26 Washington, DC 20003
27 (Ward 8)
28

29 as Chief of the Metropolitan Police Department, in accordance with section 1(e) of An Act
30 Relating to the Metropolitan police of the District of Columbia, approved February 28, 1901 (31
31 Stat. 819; D.C. Official Code § 5-105.01(e)), and section 2 of the Confirmation Act of 1978,
32 effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01), for a 4-year term.

33 Sec. 3. The Council shall transmit a copy of this resolution, upon its adoption, to the
34 nominee and to the Office of the Mayor.

35 Sec. 4. This resolution shall take effect immediately.